

Guelph-
Wellington
(as submitted)

From: SC / VI (INFC)
Sent: March 7, 2019 12:00 PM
To: Cathy Kennedy
Subject: Smart Cities Challenge - Successful Final Proposal Submission

Dear Cathy,

Congratulations! Your submission is ready to move onto evaluation following a completeness check (per the latest FAQs).

Thank you for your cooperation, patience, and hard work, especially during the past eight months. We are truly honoured to have worked with you and wish you the best of luck in the competition!

On a related matter, we have recently determined that it will not be feasible to post final proposals on the Infrastructure Canada website in a timely manner. Instead, we will take an approach similar to the application stage and publish your executive summary in both official languages on the Infrastructure Canada website with a link to the final proposal on your website. We understand that posting the final proposal on your website is not a requirement contained in the finalist guide so we appreciate your cooperation in facilitating access to your final proposal in an open and transparent way. Please note that the accessibility materials you have prepared for your final proposal will still be helpful in preparing various communications products to promote and share knowledge of your work.

Once you have posted your final proposal on your website, please send us the link if you haven't done so already. If you anticipate that you will be unable to post your final proposal on your website within two weeks, please let us know.

As always, we are happy to answer any questions. The best way to reach us going forward would be at our generic account: infc.sc-vi.infc@canada.ca.

Thank you.

Smart Cities Challenge Team
Infrastructure Canada
infc.sc-vi.infc@canada.ca

COMPLETE CHECK FOR FINAL PROPOSAL

FINALIST: Guelph-Wellington County				
ASSESSED BY: Alex Long				
VALIDATED BY: Amanda Aizlewood				
APPROVAL BY: <i>select one: Jenny Tremblay / Eric Poirier</i>				
DATE OF COMPLETION: <i>enter date when all completed boxes are checked</i>				
REQUIREMENTS	COMPLETED	IF NOT COMPLETED, NOTE REASON	GUIDING PRINCIPLES	ACTIONS
SUBMISSION				
Submitted to infc.sc-vi.infc@canada.ca by 23:59 PST on March 5, 2019	<input checked="" type="checkbox"/>		<ul style="list-style-type: none"> No extensions will be granted No exceptions will be made for lateness or technical problems (finalist must be able to show evidence of submission) 	<ul style="list-style-type: none"> # to contact finalist If not resolved, # to flag to DG for decision
Final proposal is submitted	<input checked="" type="checkbox"/>		<ul style="list-style-type: none"> No extensions will be granted There is flexibility on the finalist video until the end of the week 	<ul style="list-style-type: none"> Assessor to save everything in designated folders # to contact finalist if anything is missing If not resolved, # to flag to DG for decision
Finalist video is submitted	<input checked="" type="checkbox"/>		<ul style="list-style-type: none"> There is flexibility on the finalist video until the end of the week 	<ul style="list-style-type: none"> Assessor to save everything in designated folders # to contact finalist if anything is missing If not resolved, # to flag to DG for decision
Preliminary Privacy Impact Assessment or Preliminary Rationale Analysis	<input checked="" type="checkbox"/>		<ul style="list-style-type: none"> No extensions will be granted 	<ul style="list-style-type: none"> Assessor to save everything in designated folders # to contact finalist if anything is missing If not resolved, # to flag to DG for decision
FINAL PROPOSAL				
Written in one of Canada's official languages	<input checked="" type="checkbox"/>		<ul style="list-style-type: none"> If the final proposal is submitted in a language other than English or French, a companion version in English or French is required from the finalist 	<ul style="list-style-type: none"> # to extract the executive summary from the final proposal and send it to translation (if a French final proposal, send the entire document to translation)
Generally readable (e.g. picture is not covering text, text are not overlapping)	<input checked="" type="checkbox"/>		<ul style="list-style-type: none"> If there are serious formatting issues that hinders readability, the finalist may need to resubmit 	<ul style="list-style-type: none"> # to do a scan of the final proposal and verify that all text and tables, graph, etc. could be read
Text-based and in either MS Word (.doc or .docx) or a fully readable, searchable, and selectable PDF (.pdf) format	<input checked="" type="checkbox"/>		<ul style="list-style-type: none"> Finalist may adjust the format for INFC posting purposes after the deadline 	<ul style="list-style-type: none"> # to verify with Comms if format is suitable for posting, given INFC web accessibility standards If not suitable, # to contact finalist
No longer than 75 pages* (Financial chapter exempted) and in 12 point font	<input checked="" type="checkbox"/>	<p>4 pages over – they did not put numbers on the cover page and table of contents; within reasonably accepted variance</p> <p>NOTE: Requested to submit 1 support letter on March 6 at 12 noon; response sent that</p>	<ul style="list-style-type: none"> Finalist cannot adjust content after the deadline If the text overall is smaller than 12 point font, INFC will adjust and evaluate within the new page count 	<ul style="list-style-type: none"> # to notify finalist if final proposal is over 75 pages # to notify finalist if INFC had to adjust the font and page count

		not accepting further documentation		
Contains an executive summary	<input checked="" type="checkbox"/>			<ul style="list-style-type: none"> # to QC and save translated version into the designated folder
Organized by these distinct chapters (not limited to these; not necessarily in the same order): <ul style="list-style-type: none"> Vision Performance measurement Project management Technology Governance Engagement Data and privacy Financial Implementation phase requirements 	<input checked="" type="checkbox"/>	63 page annex of Letters of Support and Partner Contributions	<ul style="list-style-type: none"> Finalist must have these chapters Finalist can have more chapters Finalist can change the order of the chapters 	<ul style="list-style-type: none"> If the chapters are not clearly labeled, # to do a light analysis of where the content may be and make a note for the Jury
FINALIST VIDEO				
No longer than five minutes	<input checked="" type="checkbox"/>		<ul style="list-style-type: none"> Finalist may cut down the time for INFC posting purposes after the deadline 	<ul style="list-style-type: none"> # to notify finalist if video is longer than five minutes and needs cutting down
Submitted as a file or in a downloadable format	<input checked="" type="checkbox"/>		<ul style="list-style-type: none"> Finalist may adjust the format for INFC posting purposes after the deadline 	<ul style="list-style-type: none"> # to verify with Comms if format is suitable for posting, given INFC web accessibility standards If not suitable, # to contact finalist
CONFIDENTIAL ANNEX (OPTIONAL)				
Submitted if and only if required	<input type="checkbox"/>	No confidential annex		<ul style="list-style-type: none"> # to flag with DG if confidential annex is lengthy

From: SC / VI (INFC)
Sent: March 6, 2019 4:12 PM
To: Cathy Kennedy
Subject: RE: Final Proposal - City of Guelph/County of Wellington - Email 1 of 6 - Application - REVISED

Noted, we will use the revised version of the final proposal for evaluation as it was submitted before the deadline.
Thank you.

Smart Cities Challenge Team
Infrastructure Canada
infc.sc-vi.infc@canada.ca

From: Cathy Kennedy [<mailto:Cathy.Kennedy@guelph.ca>]
Sent: March 6, 2019 12:13 AM
To: SC / VI (INFC)
Subject: RE: Final Proposal - City of Guelph/County of Wellington - Email 1 of 6 - Application - REVISED

Please disregard the version submitted at 10:32 p.m.

ck

Cathy Kennedy, Manager
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Strategy, Innovation and Intergovernmental Services | **Office of the Chief Administrative Officer**
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519-822-1260 X 2255
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cathy.kennedy@guelph.ca

From: Cathy Kennedy
Sent: March-06-19 12:05 AM
To: 'infc.sc-vi.infc@canada.ca' <infc.sc-vi.infc@canada.ca>
Cc: Barbara Swartzentruber <barbara.swartzentruber@guelph.ca>; 'Jana Burns (janab@wellington.ca)' <janab@wellington.ca>; [REDACTED]
Subject: RE: Final Proposal - City of Guelph/County of Wellington - Email 1 of 6 - Application - REVISED
Importance: High

Good evening,

Attached, please find a REVISED version of the City of Guelph/County of Wellington Smart Cities application.

Please consider me the point of contact, with contact details as requested below.

ck

Cathy Kennedy, Manager

Policy and Intergovernmental Relations

Strategy, Innovation and Intergovernmental Services | **Office of the Chief Administrative Officer**

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From: Cathy Kennedy

Sent: March-05-19 10:32 PM

To: info.sc-vi.info@canada.ca

Cc: Barbara Swartzentruber <barbara.swartzentruber@guelph.ca>; Jana Burns (janab@wellington.ca)

<janab@wellington.ca> [REDACTED] <[REDACTED]@guelph.ca>

Subject: Final Proposal - City of Guelph/County of Wellington - Email 1 of 6 - Application

Good afternoon,

Attached, please find the City of Guelph/County of Wellington Smart Cities application.

Please consider me the point of contact, with contact details as requested below.

ck

Cathy Kennedy, Manager

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Jacaban2, Evalynne (INFC)

From: Cathy Kennedy <Cathy.Kennedy@guelph.ca>
Sent: March 5, 2019 10:32 PM
To: SC / VI (INFC)
Cc: Barbara Swartzentruber; Jana Burns (janab@wellington.ca); [REDACTED]
Subject: Final Proposal - City of Guelph/County of Wellington - Email 2 of 6 - Letters of Support
Attachments: Appendix A - Letters of Support & Contributions.pdf

Good afternoon,

Attached, please find the City of Guelph/County of Wellington Smart Cities Appendix A— re: Letters of Support.

ck

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From: Cathy Kennedy <Cathy.Kennedy@guelph.ca>
Sent: March 5, 2019 10:32 PM
To: SC / VI (INFC)
Cc: Barbara Swartzentruber; Jana Burns (janab@wellington.ca); [REDACTED]
Subject: Final Proposal - City of Guelph/County of Wellington - Email 3 of 6 - Video Link
Attachments: City of Guelph_County of Wellington Smart Cities video link.docx

Good afternoon

Attached, please find a link to the City of Guelph/County of Wellington Smart Cities video.

ck

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Jacaban2, Evalynne (INFC)

From: Cathy Kennedy <Cathy.Kennedy@guelph.ca>
Sent: March 5, 2019 10:32 PM
To: SC / VI (INFC)
Cc: Barbara Swartzentruber; Jana Burns (janab@wellington.ca); [REDACTED]
Subject: Final Proposal - City of Guelph/County of Wellington - Email 4 of 6 - PRA and Supporting Documents
Attachments: PRA and Supporting Documents.pdf

Good afternoon,

Attached, please find the City of Guelph/County of Wellington Smart Cities PRA and supporting documentation.

ck

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Jacaban2, Evalynne (INFC)

From: Cathy Kennedy <Cathy.Kennedy@guelph.ca>
Sent: March 5, 2019 10:32 PM
To: SC / VI (INFC)
Cc: Barbara Swartzentruber; Jana Burns (janab@wellington.ca); [REDACTED]
Subject: Final Proposal - City of Guelph/County of Wellington - Email 5 of 6 - Long Texts and Transcripts
Attachments: Long text descriptions tables and figures.pdf

Good afternoon,

Attached, please find the City of Guelph/County of Wellington Smart Cities Accessibility to Materials – long texts and transcripts.

ck

Cathy Kennedy, Manager

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Jacaban2, Evalynne (INFC)

From: Cathy Kennedy <Cathy.Kennedy@guelph.ca>
Sent: March 5, 2019 10:33 PM
To: SC / VI (INFC)
Cc: Barbara Swartzentruber; Jana Burns (janab@wellington.ca); [REDACTED]
Subject: Final Proposal - City of Guelph/County of Wellington - Email 6 of 6 - Financial Spreadsheets
Attachments: 2019-03-05 - Smart Cities Budget Master - FINAL.pdf

Good afternoon,

Attached, please find the City of Guelph/County of Wellington Financial Spreadsheets.

ck

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From: SC / VI (INFC)
Sent: March 6, 2019 4:09 PM
To: Cathy Kennedy
Subject: RE: City of Guelph/County of Wellington -Additional letter of support received

Hi Cathy,

Unfortunately, we are not able to add new documents sent after the deadline to your file for evaluation purposes in order to remain fair to all finalists. We will proceed with the original final proposal document.

Thank you for your understanding.

Smart Cities Challenge Team
Infrastructure Canada
infc.sc-vi.infc@canada.ca

From: Cathy Kennedy [mailto:Cathy.Kennedy@guelph.ca]
Sent: March 6, 2019 12:34 PM
To: SC / VI (INFC) <infc.sc-vi.infc@canada.ca>
Cc: Hwang, Susan (INFC) <susan.hwang@canada.ca>
Subject: City of Guelph/County of Wellington -Additional letter of support received

Good morning

We received an additional letter of support. Is it too late to share?

Ck

This e-mail message (including attachments, if any) is intended for the use of the individual to whom it is addressed and may contain information that is privileged and confidential. If you are not the intended recipient, you are notified that any dissemination, distribution or copying of this communication is strictly prohibited. If you have received this communication in error, please notify the sender and erase this e-mail message immediately.

OURFOODFuture

GUELPH-WELLINGTON – Canada's
first food smart community

A Smart Cities Challenge initiative

City of Guelph/County of Wellington

Final Proposal

Smart Cities Challenge

March 5, 2019

foodfuture.ca



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Our Food Future: Executive Summary

Smart Cities Challenge Statement: Guelph-Wellington will become Canada's first technology-enabled Circular Food Economy, reimagining an inclusive food-secure ecosystem that increases access to affordable, nutritious food by 50%, where "waste" becomes a resource, 50 new circular businesses and collaborations are created, and circular economic revenues are increased by 50%: 50x50x50 by 2025.

Everyone needs to eat. However, one in six families experience food insecurity, 67 per cent of residents in our region don't consume a healthy diet, and the cost of healthy food keeps increasing. Around the world, more than eight million people are hungry or undernourished, and the global population continues to grow. Meanwhile, in Canada roughly one third of our food is lost or wasted. Much of that ends up in landfill, creating greenhouse gas emissions.

Guelph-Wellington aims to address these issues by becoming Canada's first circular food economy. Leveraging local expertise, big data and the latest technology, we will transform our food ecosystem into an "urban/rural living lab" where researchers, social innovators, farmers, entrepreneurs and other community partners collaborate to solve complex food problems.

As we describe in Chapters 1–3, Our Food Future will achieve our goals through nine Pathfinder projects:

Goal 1: increase access to affordable, nutritious food by 50 per cent

- Project 1: assess the Guelph-Wellington food environment
- Project 2: create a circular food security and health action plan

Goal 2: create 50 new circular businesses and collaborations

- Project 3: establish a circular food economy innovation hub (iHub)
- Project 4: coordinate a "Harve\$t Impact Fund" to support circular enterprises
- Project 5: foster new food economy skills and training

Goal 3: increase circular economic revenues by 50 per cent by unlocking the value of "waste"

- Project 6: develop and share circular business tools and services
- Project 7: launch a "reimagine food" campaign
- Project 8: increase the circularity of carbon credits in the food system
- Project 9: increase circularity in municipal waste systems to drive innovation along the food value chain

These Pathfinder projects will be supported by:

- A **data and technology strategy** — A Data Utility providing secure, transparent access to data (Chapter 7) and a technology strategy to support inclusive and open innovation
- A comprehensive **engagement strategy** to create a shared vision and ensure broad-based buy-in from stakeholders and the community (Chapter 6)

- Demonstration projects — Community-driven collaborations supported by Our Food Future that tackle food-related challenges

In Chapter 4, we lay out how several key smart cities technologies will help drive these projects. An open-source data collaboration platform will allow stakeholders to share and use different data streams. Meanwhile, a “concierge” platform will serve as the primary user interface for Our Food Future, allowing researchers, students, entrepreneurs, agencies and government to collectively solve food problems. Several other smart technologies will support project-specific needs — from waste-collection sensors to distributed ledger technologies (such as blockchain) that track carbon credits.

Our governance model (Chapter 5) includes a Smart City Office to support our workstream tables and project delivery partners. An advisory board of management made up of partner representatives will provide direction and oversight, while a community steering table and expert advisory panel and will provide strategic input and advice.

Robust and inclusive engagement (Chapter 6) will be critical. Through a variety of digital and in-person channels, we will work to ensure everyone sees a role for themselves in this wholesale change initiative, recognizing the diversity of accessibility needs within our community. Our smart initiative also depends on data. Chapter 7 discusses the stringent measures we’ll put in place to allow us to gather that data appropriately, manage it securely and protect privacy.

Reaching these milestones will require a \$16,755,931 budget, which includes \$4,008,375 in in-kind contributions from partners and funders (Chapter 8) and application and receipt of pending FedDev funding of \$2,747,663.

Chapter 9 lays out our plans to meet relevant municipal, provincial and federal requirements, legislation and policies.

Throughout this proposal, we demonstrate that **Our Food Future is replicable**. We are committed to using and developing open-source technology and sharing our learnings, insights and best practices. We are already working with national and global partners to develop a Circular Food Economy Roadmap for others to follow. **Our Food Future is also scalable**. The success we achieve over the next five years will lead to a sustainable regional food ecosystem. Meanwhile, the technologies and strategies we develop can be applied well beyond the food system.

Finally, **Our Food Future has the potential to be truly transformative**. We could have made this simple, but the stakes are too high and the opportunity is too great. Data and technology can help enable Canadian innovation, but only if we have a clear vision for the future. Using nature’s circular approach as our inspiration, we believe it’s possible to ensure people have access to affordable, healthy, nutritious food; reduce the environmental impacts of the food system; and build economic prosperity at the same time: people, planet, prosperity.

1.0 Vision: Our Food Future

Food is a fundamental requirement of life on this planet. However, in our region approximately 67 percent of residents don't consume a healthy diet, one in six families experience food insecurity, while the cost of healthy food has increased 27 per cent in the last eight years.^{1,2} Nor is this just a local problem. Currently, 8.21 million people around the world are hungry or undernourished.³ If consumption and population growth trends continue, the global population will increase to 9.1 billion by 2050 and caloric demand will increase by 70 per cent.⁴ Meanwhile, we throw away roughly one third of our food.⁵ Much of that ends up in landfill, where it creates methane: a greenhouse gas 25 times more powerful than carbon dioxide.

We believe something better is possible. For decades, a wide range of stakeholders within the City of Guelph and Wellington County have been working in various capacities to tackle different aspects of these problems. In 2018, catalyzed by the Smart Cities Challenge, we came together to create an ambitious vision. Our aim is to establish a connected and sustainable regional food system where everyone can access affordable, nutritious food; nothing is wasted; and the impact on our environment is minimal.

Instead of the current linear economic model of "take-make-dispose," we envision a food system inspired by nature's circular approach that is economically, socially and environmentally sustainable. Circular economies minimize waste and maximize resources, keeping as much energy, nutrients and materials as possible cycling through the system. So, for example, byproducts from one food processor can be used as raw material for another industry, or household organic waste can be turned into fertilizer to grow more food.

We imagine a system where food experts and entrepreneurs unite to tackle our most complex food challenges. Even in farming operations that already incorporate many principles of circularity, we see an opportunity to apply data and smart technology to drive further success.

We want to ensure everyone in our community has access to affordable, nutritious food required to live healthy, productive lives. We want to create new jobs and vibrant economic opportunities within a circular, collaborative ecosystem. And we want to solve food problems using strategies that repurpose and find value in the outputs our current system treats as waste — the byproducts of an unsustainable linear food economy.

In our initial Smart Cities proposal, we laid out our 50x50x50 by 2025 initiative: to increase access to affordable, nutritious food by 50 per cent, create 50 new circular businesses and collaborations and increase circular economic revenues by 50 per cent by recognizing the value

¹ Statistics Canada. Canadian Community Health Survey 2012-2014.

² Nutritious Food Basket for WDG 2018 (<https://www.wdgpublichealth.ca/nutritious-food-basket-wdg-2018>)

³ <http://www.fao.org/state-of-food-security-nutrition/en/>

⁴ http://www.fao.org/fileadmin/templates/wsfs/docs/expert_paper/How_to_Feed_the_World_in_2050.pdf

⁵ <https://lovefoodhatewaste.ca/about/food-waste/>

of “waste” — all by 2025. As a result, Guelph-Wellington will become Canada’s first technology-driven Circular Food Economy, providing a replicable process for other communities to follow.

1.1 Refinements of original vision

Extensive engagement with stakeholders, experts and the broader community over the past nine months has validated our initial vision — a vision we have now branded “**Our Food Future**.” Based on feedback gained through hundreds of hours of meetings and deep dialogue, we have further refined our goals and proposed projects. The key adjustments are as follows:

Impact goal #1: Increase access to affordable and nutritious food by 50%. Based on conversations with community members and stakeholders, we further clarified and defined the terms of this goal to include improving physical and economic access to nutritious food, increasing opportunities for nutrition education and skill-building, and improving promotion of nutritious foods. A public dashboard will be created to mobilize data, support evidence-informed planning and track progress towards the impact goal.

Impact goal #2: Create 50 new circular businesses and collaborations. We have broadened this goal to include technologies and jobs, since developing expertise in circularity will drive innovation within existing businesses as well as spur the creation of new businesses. The jobs resulting from Our Food Future may also include those transitioned from traditional sector roles into jobs that will contribute to the circular economy in Guelph and Wellington.

Impact goal #3: Increase circular economic revenue by 50% by recognizing the value of “waste.” We specified that we will prevent food waste by reducing avoidable food waste and re-purposing what cannot be avoided. The 50 per cent increase in circular economic revenue will thus be generated through the savings achieved from reducing waste, as well as from newly valued uses of material that is currently discarded.

Project categorization. We determined that several of our projects serve multiple goals. For example, value/asset mapping will be used to achieve all three goals. We have therefore recategorized these projects, making it clear which goals they serve.

Valuing Waste as a Resource — Circularity in Municipal Waste Systems. In the ideation phase of this process, we discovered greater opportunities to leverage our combined Guelph and Wellington municipal waste systems to drive innovation, develop new technology and work with partners to reduce food loss and waste along the value chain, from farm to fork and beyond.

Circular Food Economy Innovation Hub. We replaced our plan to create a lab with plans for an Innovation Hub (iHub). As the innovation engine of this new system, the iHub will help build the necessary technological and data capacity to support a sustainable regional food economy.

Our technology strategies (Chapter 4), engagement strategies (Chapter 6) and data strategies (Chapter 7) will enable the successful implementation of these projects. Further details on our updated projects are provided in Chapter 3.

1.2 Meaningful to Guelph-Wellington residents

As described earlier, we launched our vision with the aim of creating an equitable food sector that ensures access to affordable nutritious foods for all of our residents, recognizing that many families within the City of Guelph and Wellington County experience food insecurity and that the cost of healthy food has increased substantially. Since then, our extensive community and resident engagement work during the finalist phase has given us the opportunity to hear directly from residents and listen to the needs of our community partners.

In an online survey, 90 per cent of respondents said they were excited to hear about our vision for a circular food economy and felt it was important to think in new ways about food. We have also engaged with residents in person at more than 30 events and locations across Guelph-Wellington. Meanwhile, we have worked directly with key community partners through 34 targeted meetings with our Steering Committee and three workstreams to better align our overall goals and associated projects with local needs. This work has served to align the circular food paths of organizations, businesses, researchers and key stakeholders.

Our engagement revealed Our Food Future vision resonates with the Guelph-Wellington community. We heard very clearly that residents believe in the importance of ensuring access to affordable nutritious food for everyone. In Guelph's recent Community Planning survey, respondents ranked Our Food Future as one of the three biggest opportunities that local businesses can take advantage of. Meanwhile, the Wellington Federation of Agriculture's survey of more than 50 local producers showed strong support for improving access to local food. They also demonstrated an eagerness to be involved in Smart Cities interventions and programs, with almost 70 per cent of producers surveyed saying they would be willing to pilot new technologies on their properties.

1.3 Ambitious, yet achievable

Creating a circular food economy is certainly ambitious, given the scale of the problem and the number of collaborators required to create effective solutions. However, this vision is achievable, and there is no better place to demonstrate how communities can re-invent the food system than Guelph-Wellington. Agri-food innovation is in our DNA. Together, Guelph and Wellington have an abundance of expertise and existing infrastructure in all three of our challenge areas — nutritious foods, circular jobs and business, and waste as a resource — creating a foundation for achieving our 50x50x50 vision.

Not only that, Guelph and Wellington are recognized as leaders in sustainability. The City of Guelph was recently recognized as a Canadian Climate Leader⁶ and has achieved silver-level recognition from the Alliance for Water Efficiency.⁷ Meanwhile, Wellington County's Green Legacy tree-planting program has been recognized by the United Nations. Now our community is ready to add a circular food economy to its achievements.

⁶ <https://guelph.ca/2018/03/city-wins-canadian-climate-leadership-award/>

⁷ <https://guelph.ca/2019/01/citys-water-efficiency-work-recognized-by-the-alliance-for-water-efficiency/>

To do this, we will leverage a number of strengths:

- 1,600 food businesses and entrepreneurs in the areas of bio-tech, clean-tech, agri-tech and food processing
- the University of Guelph, Canada's top agriculture and food university and a world-renowned centre of research and innovation in agriculture, agri-tech, and food, home to:
 - the \$76.6-million federally funded "[Food from Thought](#)" initiative to advance research and applications in digital agriculture
 - the \$71.3-million-per-year [Ontario Agri-Food Innovation Alliance](#), a cutting-edge platform for research and innovation for the entire agri-food sector
 - the [Guelph Family Health Study](#), a long-term study designed to follow families and help children develop healthy habits, such as healthy eating
 - the [Arrell Food Institute](#), a \$40-million think tank that brings food to the fore of the public agenda
- 40 agri-food research centres
- Conestoga College, a Canadian leader in polytechnic education with specific strength in food processing technology
- The [Ontario Ministry of Agriculture, Food and Rural Affairs](#), plus many provincial agricultural and food organizations
- a strategic location in the heart of the 112-kilometre Innovation Corridor that stretches from Toronto to Kitchener-Waterloo, encompassing seven universities, 15,000 high-tech companies, a critical mass of incubators, a high-quality talent pool and access to significant capital
- close to 400,000 acres of agricultural land and over 2,500 farms
- membership in the [Ontario Food Cluster](#), a cost-sharing partnership that pools resources with government and economic development organizations to attract agri-food company investment to the area
- a community dedicated to agriculture, food and sustainability innovation, boasting 10 farmers' markets, commercial test kitchens, and an award-winning local food program (Taste Real) made up of more than 150 local farms, retailers, restaurants, wholesalers and other partners
- innovative food programs within the school system, including
 - the Local Environmental Agriculture and Food (LEAF) program at Wellington County's Norwell District Secondary School, which teaches youth about healthy and nutritious food, increased food literacy and food preparation skills
 - the Food School at Centre Wellington District High School, which promotes a sustainable food system for youth and the Centre Wellington community
 - Indigenous Sweetwater Teachings, led by Kyl and Bill Morrison Moose Cree/Métis, which introduces elementary and high school students to the

significant nutritional values of the Sweetwater — the sap from the maple tree, traditionally called the “the tree that builds bones”

The Smart Cities grant will allow Guelph-Wellington to harness this expertise, enabling all partners to address the scale of the problems we have identified and work towards a shared vision of a circular food economy by 2025.

1.4 Well suited to a smart cities approach

Our Food Future is a rural/urban partnership that will turn our region into a living lab, generating a pipeline of innovative technology businesses. It will also build on Guelph’s innovative Civic Accelerator model where entrepreneurs are embedded within City Hall, working alongside staff to solve community problems and transforming City Hall into a test bed for new tech-based businesses for the municipal market.

To achieve Our Food Future, we will incorporate several different smart cities technologies, as well as leverage existing technologies and data-capturing tools across the value chain and throughout our community.

Using **artificial intelligence (AI)** and **mapping technologies** (Chapter 4), we will gather crucial data on everything from the type of food waste residents discard to the locations where access to nutritious food is problematic to how much usable food wasted in the value chain. **Data analytics** (Chapter 4) will help us extract the insights we need to design evidence-based urban/rural policies and programs that boost access to affordable, nutritious food. Meanwhile, **connected technology** (Chapter 4) can assist with measuring and tracking the flow of food and other organic material to make business more environmentally and economically sustainable and uncover new opportunities for creating value from waste.

Our **Data Utility** (Chapter 7) will create a governance framework and a **data collaboration platform** (Chapter 4) that enables researchers, students, entrepreneurs, agencies, and government to create value from shared data and collectively solve food problems. To view this data and measure our progress towards milestones, we are creating **public reporting dashboards** that will track indicators (Chapter 2).

Meanwhile, the majority of local producers in Guelph-Wellington already actively use technologies such as sensors, auto-steer, GPS and video. We’ll enhance their ability to leverage smart technologies by improving and **expanding access to high-speed internet** and **piloting further on-farm technology in support of digital agriculture** (Chapter 4).

Through these projects we are establishing the infrastructure required to use data and technology across all sectors — government, not-for-profit, residents and businesses — to enhance community well-being and sustainability.

1.5 Measurable

As we detail in Chapter 2, our evaluation strategy will use multiple methods to assess the success of each individual project in reaching our impact goals and the overall contribution of

all projects to Our Food Future. It takes a learning-oriented approach, making time to pay attention to the evolution of Our Food Future, asking difficult questions, learning from challenges and sticking points, and course-correcting along the way.

1.6 Progress towards impact goals

Throughout the finalist phase of the Smart Cities Challenge, we have developed a strong brand and brand narrative for Our Food Future, along with a comprehensive engagement and communications strategy. We have worked with our community partners and collaborators to further refine and articulate our project goals, activities and outcomes and create detailed implementation plans. Should we be selected as a winner, we are well positioned to hit the ground running.

Table 1.1 Progress on impact goal 1: Increase access to affordable, nutritious food by 50%

Projects	Progress to date
Guelph-Wellington food environment assessment	<ul style="list-style-type: none"> Identified current available data sources and owners Identified additional data needed to support evidence-informed planning and the research required to collect that data Established partnerships within the community and with external collaborators specializing in food environments who can ensure our process is replicable and guided by evidence and best practices Started geospatial mapping of neighborhood food access within Guelph-Wellington
Circular food security & health action plan	<ul style="list-style-type: none"> Developed a five-year logic model for projects in alignment with impact goal number one Developed a dashboard prototype to serve as a data visualization, knowledge mobilization and evaluation tool to demonstrate progress Reviewed municipal, national and international intervention recommendations to identify action areas for impact and associated measurable indicators Reviewed promising practices for programs and policies that can be implemented at a municipal level

Table 1.2 Progress on impact goal 2: Create 50 new circular businesses and collaborations

Projects	Progress to date
Circular food economy	<ul style="list-style-type: none"> Released a public discussion paper on our model for a "Circular Food Economy Innovation Hub (iHub)"

Innovation Hub (iHub)	<ul style="list-style-type: none"> • Built a replicable and repeatable process that engages organizations and businesses in problem identification for “innovation challenges” • Developed a prototype of a “collision lab” process (see Case Study, below) • Released a Circular Economy/Smart City Challenge at the Globe Capital 2019 investment conference • Tested our iHub model with our Community Futures Development Corporation partner, providing financing to our first circular business and social enterprise • Created a Sister City partnership with Brisbane, Queensland, Australia to share learnings with their newly launched Circular Economy Lab and enable shared technology and business development
Harve\$t impact fund	<ul style="list-style-type: none"> • Released a public discussion paper on “Envisioning a Circular Food Economy Funding and Financing Ecosystem” • Conducted a survey of community investors that suggests enough local interest to create a \$500,000 investment fund • Conducted in-depth investor interviews • Facilitated community social finance/impact fund sessions • Began discussions for partnering with two private-sector agri-tech accelerators to establish a Guelph-Wellington office
New food economy skills & training	<ul style="list-style-type: none"> • Conestoga College is preparing to undertake market research to gauge interest in a post-graduate certificate in Circular Economy for Food • The University of Guelph developed an interdisciplinary training program with the Arrell Food Institute and the Food from Thought initiative to advance research and application in digital agriculture

Table 1.3 Impact goal 3: Increase circular revenues by 50 percent by unlocking the value of “waste”

Projects	Progress to date
Leveraging municipal waste systems/value mapping	<ul style="list-style-type: none"> • Prototyped a repeatable discovery process to visualize a food value stream, all the way from raw inputs to plate to end of life • Identified waste stream data categories and data gaps • Reviewed existing residential waste cart data and identified opportunities to extract actionable insights

Business tools & services	<ul style="list-style-type: none"> • Surveyed producers through the Wellington Federation of Agriculture to gather insights related to the overall vision and goals of Our Food Future, including technology and IT needs
Circular carbon credits	<ul style="list-style-type: none"> • Conducted a feasibility study to determine best practices for a food processor carbon credit program <ul style="list-style-type: none"> ○ The assessment identified 3 quantified opportunities to reduce food waste that are recommended for implementation or detailed assessment. These opportunities represent \$368K in potential resource savings with an aggregate payback of less than 0.9 years. ○ The recommended measures would also avoid 275 tonnes CO2e of GHG emissions and preserve the caloric equivalent of 83,000 meals • Developed the process for an “innovation challenge” to pilot the use of carbon credits as social currency using distributed ledger technology
“Reimagine food” engagement campaign	<ul style="list-style-type: none"> • Developed quizzes, surveys and face-to-face activities to collect insights and data from the public • Worked with local restaurants to understand their food waste challenges and determine potential collaborations • Established agreements that will see a minimum of six restaurants donate \$1 to local food nonprofits for each “Our Food Future” menu item ordered during a specified campaign period • Produced a “Be a Food Future Star” postcard with tips on reducing food waste, plus an online engagement survey and pledge form to drive behavioural change
Data & technology	<ul style="list-style-type: none"> • Released two public discussion papers: one on governing a digital circular economy and one on data policy

Case study: Collision Lab Prototype

During our pilot, we ran workshops with two community businesses: a social enterprise focused on equitable food access and a dairy processor. These workshops produced a number of challenges and opportunities for moving to more circular business models and then connected the teams with appropriate resources and experts to pursue solutions.

This event also identified the first circular food economy demonstration project that will be funded by the Harve\$T Impact Fund (see Chapter 3 for project details). Demonstration projects bring together funders, technology and data experts, researchers, businesses and public-sector

agencies with groups seeking to improve current initiatives or launch new social enterprises or businesses that address **all three** of Our Food Future impact goals.

1.7 Why fund Our Food Future?

Firstly, **the demand for innovation in food production is greater than ever**. Global investment in agri-food/agri-tech reached \$10.1 billion in 2017, up 29 per cent from the year before. These investments reflect a growing market for start-ups and innovators aimed at solving food challenges, offering more opportunities to incorporate circular food ideas into a sector that's undergoing transformation. At the same time, **the Canadian agri-food industry must be able to compete in the global digital economy in order to thrive**. Many established companies in many sectors have been disrupted by new business models and newly merged digital challengers. The transformative opportunities for agri-food lie in leveraging data and developing digital strategies for market growth and innovation in existing and emerging markets.

Secondly, **our initiative is replicable**. We are committed to working in an open source format, creating interoperable and portable solutions that can be broadly adapted and replicated by other communities. We have already released early chapters of our Smart City Playbook to share our ideas, successes and failures, so other jurisdictions can create circular food economies and smart cities across the country and around the world.

We have built collaborations with several organizations well positioned to share our learnings nationally and globally across many sectors:

- Government: [ICLEI](#) (a global network of 1,500+ cities, towns and regions committed to sustainability); Queensland, Australia (co-established a "[Sister Cities Initiative for Circular Economy](#)" with Brisbane); the City of Rijeka, Croatia (through our participation in the E.U. International Urban Cooperation program)
- Knowledge Transfer & Research: the [Arrell Food Institute](#) at the [University of Guelph](#); [Canadian Agri-Food Policy Institute](#); [Smart Prosperity Institute](#); [The Ellen MacArthur Foundation](#); [Ontario Centres of Excellence](#); [Digital Public](#); [Dgen](#); [Public Sector Network](#); [Alectra](#); [Public Health Ontario](#)
- Innovation & Design Solutions: [IDEO](#) (a global innovation and design company); [MaRs Solutions Lab](#); [GEHL](#) (a global leader in people-centered urban design); [Institute for the Future's Food Futures Lab](#)

Meanwhile, we are raising the profile of Our Food Future and the Smart Cities Challenge nationally and globally. To date, we've presented our vision for a circular food economy at several conferences, including:

- [Globe Capital 2019](#) in Toronto, which brought together more than 350 senior decision-makers, venture capital funds and institutional investors
- Canada's first national workshop on Food Loss and Waste Reduction, hosted by Environment and Climate Change Canada
- UN consultations on food waste and sustainable food systems

Looking forward, we'll be involved with the following major events:

- The [2019 Global Food Summit](#) in Munich, participating as an invited speaker, along with a delegation of local companies and a University of Guelph Arrell Food Research Chair
- A Circular Economy Experts Roundtable convened by Environment and Climate Change Canada to develop a Canadian circular economy policy and research agenda
- The World Circular Economy Conference, to be held in Canada in 2020, where we will present on a national Circular Food Economy roadmap

Those efforts are already showing results. The Ellen MacArthur Foundation, a UK-based circular economy think tank, referred to our work in their "[Circular Food Economy and Cities](#)" report launched at the World Economic Forum in January 2019. In December 2018, Forbes Africa published an article about how communities in sub-Saharan Africa could adapt and replicate Guelph-Wellington's circular food economy model.

Thirdly, **our initiative is scalable**. The technologies and strategies we develop through Our Food Future can be applied well beyond the food system, allowing communities to deliver better services, reduce costs and trigger new business models supporting a data economy where data can be used in an open, transparent, profitable and fair manner. In this way, the initiative will have significant ongoing benefits to the entire community, with the potential for even broader application in other communities across Canada.

Fourthly, **our initiative is sustainable**. Because Smart Cities invest in themselves, we'll create a pipeline of revenue-generating projects and businesses through our Harve\$T Impact Fund.

Finally, this initiative is truly **transformative**. We intend to leverage the \$10M prize not just to complete a series of projects but to create critically needed system-level change, first locally, then nationally and globally. Food is a basic necessity and is an integral component of our daily lives, touching on health, family, community and society. By reimagining the food system, we can reimagine the world: reduce our carbon footprint, use the planet's resources more sustainably, drive an inclusive green economy and create food security for a global population predicted to hit 9.1 billion by 2050.

2.0 Performance Measurement

2.1 Measurement strategy

We have developed our performance measurement strategy through an inclusive process that engaged the 62 members of our steering committee and workstream tables in a [Theory of Change](#) process (Figure 2.1). This process ensured our partners felt the goals were valid and achievable and will create impact. Our theory of change connects the dots between our high-level strategies and the intended impact, illustrating the core hypotheses for each of the three workstreams. This theory of change will serve as our touch point for evaluation, providing the framework for testing assumptions and making course corrections.

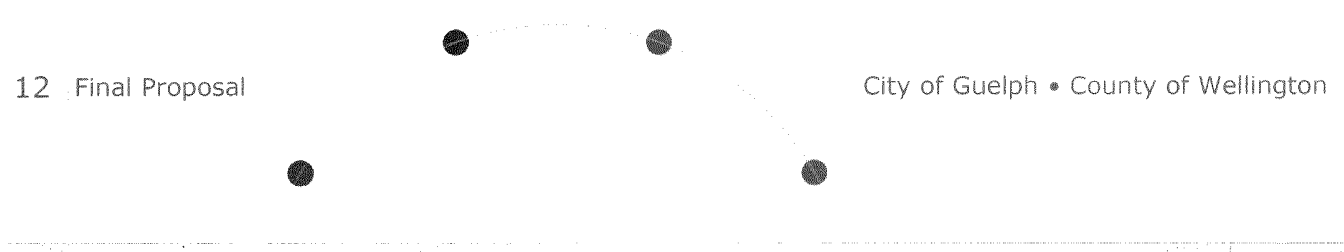
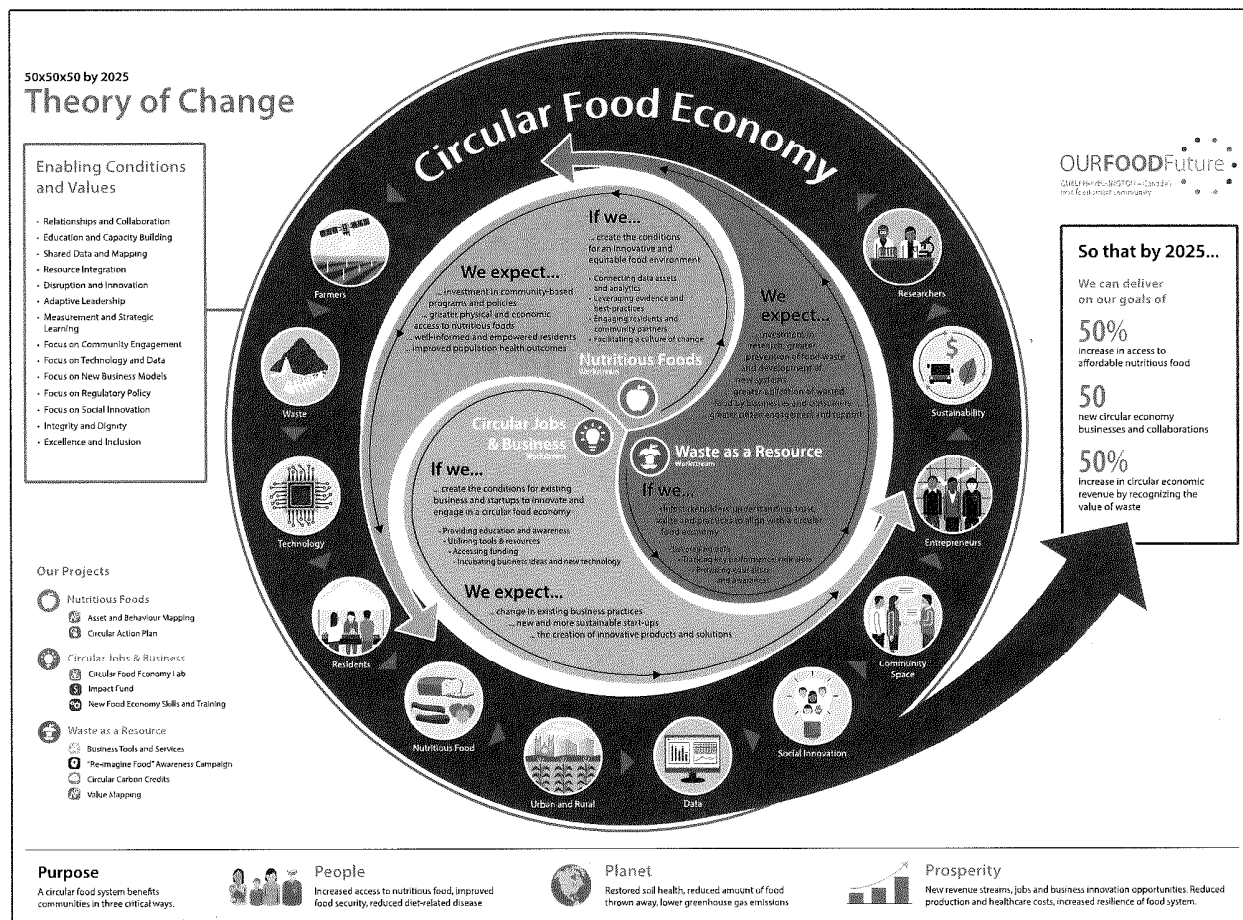


Figure 2.1 Theory of Change



2.1.1 Outcomes-based performance measurement

Drilling down from the theory of change, Tables 2.1 to 2.5 present the immediate and intermediate outcomes for each of the 50x50x50 by 2025 impact goals, identifying high-level activity streams, outputs, indicators and methods. The tables reflect the shared outputs, outcomes and indicators across each of the workstreams, highlighting where activities will be mutually reinforcing and moving towards common impact goals.

Table 2.1 Smart Cities Office — immediate and intermediate outcomes

Activity Areas	Outputs	Immediate Outcomes	Intermediate Outcomes	Indicators	Methods (Data Sources)
Coordinating and capacity building across projects Coordinating M&E, knowledge mobilization	Network partners across sectors Tools and resources Reports & presentations	Increased awareness & engagement in Our Food Future Increased access to relevant resources and support	Stronger collaboration and shared leadership/ accountability Greater project capacity for effective delivery of activities and outputs Greater uptake and replication of circular economy approach	# and range of network partners % of partners to report positive experience of collaboration and shared leadership % of partners to report communications are valuable and informative	Output tracking (coordination activities) Partnership survey (project teams and partners) Network Map (Stakeholders)
Data governance framework and development of technology platforms	Data activities Needs analysis Concierge user platform Data collaboration platform	Increased access to relevant data Reduced barriers and challenges to data sharing	More robust technology ecosystem Greater data-driven design and collaboration	# of collaborators and contributors Engagement and usage of platforms Quality of user experience	Output tracking (activities, usual analytics) Experience surveys (platform users)

Engaging residents and stakeholders	Digital tools & resources Reimagine food campaign Newcomer pilot Live events Social media activity Champions Behavioural interventions	Increased awareness of Our Food Future Increased buy-in for Our Food Future Stronger connections between diverse stakeholder groups Enhanced response to food needs of identified populations	Greater engagement and support for initiative and project activities Increased behaviours that promote Our Food Future and a circular food economy	Dissemination of project materials # and diversity of residents reached Level of engagement across project activities # of external presentations and publications # to connect with and access program benefits % to report increase in awareness towards food and food waste	Output tracking (engagement activities) Social Media Analysis (platform analytics) Engagement survey (residents, stakeholder groups)
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* SCO = Smart Cities Office

Table 2.2 Increased accessibility of affordable, nutritious food — immediate and intermediate outcomes

Activity Areas	Outputs	Immediate Outcomes	Intermediate Outcomes	Indicators	Methods (Data Sources)
Asset & behaviour mapping Creating a circular action plan	Food Asset Map Dashboard Reports App for tracking food accessibility and purchasing Food Security & Health Action Plan New interventions for increasing accessibility	Increased knowledge & insight of the local context, gaps and opportunities	Increased commitment and investment in interventions that address gaps and increase access to affordable, nutritious, local food	Dissemination of Asset Map and Action Plan # of partners & collaborations engaged in leading interventions New funding commitments Interventions launched	Output tracking (project activities)
Implementing & testing interventions	New access & distribution sites/channels	Increased access to local, nutritious, culturally appropriate foods	Increased purchasing/ consumption of local, nutritious, culturally appropriate foods Lower number of individuals/families experiencing food insecurity	# and diversity of families, children/youth engaged % increase in availability of healthy foods in public spaces Reported change in food behaviours	Output tracking (intervention & project activities) Time series (asset map; app users; County of Wellington/City of Guelph population data; food bank data, Public Health; program participants)

Table 2.3 New circular businesses and collaborations — immediate and intermediate outcomes

Activity Areas	Outputs	Immediate Outcomes	Intermediate Outcomes	Indicators	Methods (Data Sources)
Designing and implementing CFE iHub	Collision platform	Greater understanding and commitment to adopting circular business model	Increased capacity to adopt technology and use data to support circular business model	% of enterprises to report increased capacity and technology use	Output tracking (project activities; partners/investors)
Establishing Harve\$t Fund & platform	Funding platform	New opportunities and resources for seeding and growing circular businesses	Greater job opportunities	% of enterprises to report change in practice	Impact assessment – tbd through Harve\$t Fund planning process (funded businesses; business analytics)
Harve\$t Impact Fund	Data and new technologies	Greater skills and knowledge to support sustainability of circular economy	Increased revenue, social & environmental benefits from adopting circular business model/practices	% of enterprises to improve revenue and yield social and environmental benefits	Time Series Assessment (network members; business owners)
Demonstration Project	Circular Economy Curriculum	Increased availability of value-add products through social enterprises	Stronger and more sustainable local economy	% of enterprises to report growth (hiring, new products, new markets)	
Developing social enterprises	“Upcycle” commercial kitchen and processing facility	Reduced distance for delivery of food to the end user		% of product processed that would have otherwise been wasted	
Developing new food economy skills and training	The Food Waste Innovation Hub			% of youth employed	
Using iHub to develop and launch value-added products made from rescued food	Online food distribution platform: foodrescue.ca				
	Organic food				
	New value-added products				
	Feasibility study for a circular food economy graduate program at Conestoga College				

Table 2.4 Increase circular economic revenue — immediate and intermediate outcomes

Activity Areas	Outputs	Immediate Outcomes	Intermediate Outcomes	Indicators	Methods (Data Sources)
Providing CE business tools & services Developing IoT measurement & sensor technology Piloting carbon credits Value mapping	Integrated Solid Waste Management Master Plan Baseline data & benchmarks Tech prototypes Waste KPI Dashboard Food Waste Best Practice Review Policy paper Food Waste Opportunities Map	Greater understanding and awareness of food waste, including cost of waste Greater awareness of individual/business contribution to food waste New opportunities and buy-in for leveraging the reuse hierarchy	Increase in sustainable practices across sectors and general public Less food waste sent to landfill Increase in reuse/upcycling	% of stakeholders to report reduction food waste and associated cost savings % change in organic resource waste # to engage in carbon credit platform % of public to report decrease in amount of wasted food	Time series (audit data, County/City; waste composition study; resident survey; sector surveys; carbon credit pilot data, food loss waste protocol)

Table 2.5 Long-term outcomes

Workstream	Long-term Outcome	Indicators	Methods (Data Sources)
Nutritious Food	Increased accessibility of affordable, nutritious, local food	% change in # of neighborhoods without physical access to nutritious foods % change in affordability of healthy food % change in individuals and families to experience food insecurity	Time series assessment (food asset map; Food Bank data; County of Wellington/City of Guelph population data; Public Health; program participants)
Circular Economy	50 new circular economy businesses launched	Number of start-ups, businesses and collaborations to embed circular business model into operations	Time series assessment (iHub participants; business owners)
Circular Revenue	Increase in circular economic revenue*	Amount of revenue generated by social enterprise and businesses that connect to the 50x50x50 by 2015 impact goals % change in revenue attributed to adoption of circular technologies and practices across stakeholders Amount of cost savings attributed to reduction of food waste across sectors	Time series (assessments; business survey; County and City waste data; data from iHub and HarveSt fund)

*also connects to Circular Economy work stream and outcomes from impact goal 2: 50 New circular business and collaborations

2.2 Milestones

Tables 2.6–2.9 show the sequencing of high-level project milestones.

Table 2.6 Smart Cities Office milestones

Milestones	Timeframe
Data governance framework is finalized	Year 1
Technology platforms are launched	Year 1
Education campaign is launched and reaches targets	Annually
Newcomer pilot engages youth in farm apprenticeships	Per annual program cycle
Monitoring and Evaluation Reports are shared and used to make course corrections	Mid-year and annually

Table 2.7 Nutritious Foods milestones

Milestones	Timeframe
Asset & Behaviour Mapping	
Food Asset Map is disseminated	Years 1 - 2
App for tracking consumer behaviour is launched	Years 1 - 2
Dashboard Framework is launched and updated annually	Years 1 - 5
Food Security & Health Action Plan	
Action Plan is developed	Year 2
Interventions are designed & launched	Year 3 - 5
Formative evaluations on new interventions are completed	Years 3 - 5

Table 2.8 Circular Businesses and Collaborations milestones

Milestones	Timeframe
iHub	
Platform is designed and launched	Year 1
Challenges engage entrepreneurs and are completed each year (10-20 teams/yr)	Annually
Businesses engaged with iHub gain capacity and adopt circular business model (10/yr)	Annually
Harve\$t Fund	
Platform designed & launched	Year 1
Financing/funding supports social enterprise and non-profits	Years 1 - 5
Impact Assessment is completed on social/economic/environmental benefit	Years 2 - 5
Harve\$t Impact Fund Demonstration Projects	
"Good Food" Project increases food distribution	Year 1
"Upcycle" Kitchen launched to develop value-add products	Year 1
Online food distribution centre launched to reduce wasted food and contribute to development of value-add products	Year 1
Food waste innovation Hub is launched	Year 2
New circular economy skills and training	
Feasibility Study on graduate program at Conestoga College is completed	Year 1
Evolution of U of G program for graduate students interested in the circular economy	Ongoing

Table 2.9 Waste as Resource milestones

Milestones	Timeframe
Business tools & services	
Baseline data development for processing and manufacturing sector (5)	Year 1
Circular Carbon Credits	
Municipal carbon credit & social currency challenges pilot is launched	Year 1
Pilot CO2 aggregation framework for food and beverage processors	Years 1 - 5
Policy proposal for inclusion of prevention measures as quantifiable carbon off-set credits	Year 1
Circularity in Municipal Waste Systems	
Integrated Guelph and Wellington Solid Waste Management Master Plan	Year 1
Development and execution, and waste KPI dashboard	Year 1
Value stream mapping is completed and Opportunities Map is disseminated	Years 1 - 2
Promotion and education materials are developed	Years 1 - 2
IOT Sensor is prototyped and piloted	Years 2 - 5

2.3 Monitoring, evaluation and reporting plan

Outcomes-based performance measurement will be complemented by a **Developmental Evaluation (DE)** approach. Equipped with a DE learning orientation, Our Food Future leaders can then test the theory of change, adapt and make course corrections along the way. A DE approach will also support scaling and replication by sharing lessons learned and identifying what approaches, strategies and tools support success.

2.3.1 Roles

The Smart City Office (Chapter 5) will coordinate the Monitoring and Evaluation plan for the projects, including communications, data collection, and disseminating reports. A **Lead Evaluator** will be responsible for implementation of the evaluation, including design, leading the consolidation and analysis of data, reporting, and sense-making. A **Measurement Committee**, comprised of the lead evaluator plus four to five workstream members will support data collection and stakeholder engagement, provide guidance on troubleshooting challenges and help ensure data quality. Graduate students will also be engaged to carry out the analysis.

2.3.2 Methods

Measurement will include two levels of assessment: i) at the systems level to assess what it takes to activate a networked approach to complex systems change; and ii) at the project level to measure progress and outcomes. We will use a times-series design (year 1; year 3 and year 5) that triangulates data obtained through mixed methods. These methods will include:

- **Online Surveys (Ongoing)** tailored to specific stakeholder cohorts. Questions will assess process and outcome indicators.
- **Social Network Mapping (Years 1, 3 & 5)** that will capture the growing network of partners to assess the development of relationships across sectors, as well as strengths and weakness in the network.
- **Harve\$ Impact Assessment Findings (Years 2–5)**
- **Key Informant Interviews (Years 3 & 5)** with key network partners for assessing their experience, change in practice and the value of the initiative.
- **Secondary Analysis** of data collected through project activities, such as waste and business assessments and through project-level evaluation, as well as from other relevant sources such as Public Health, County and City sources, etc.
- **Social/Digital Media Analysis** of usage analytics, including followers, likes and shares, and a content analysis to assess reach and engagement more broadly.

2.4 Risks and mitigation

Because Our Food Future is a complex, systems-wide initiative with emergent strategies, the most likely risk to performance measurement is the number and diversity of projects and stakeholders. The breadth of the initiative means that there will need to be substantive attention to coordination and management of monitoring and evaluation timelines and data collection strategies. We will also need to ensure this data is managed appropriately. To ensure this, data management will tie into the standards and rigor developed by the Smart Cities Office's work in developing a technology platform, including its measures for data security.

Measurement is a key component of Our Food Future not only to ensure activities are leading to outcomes but also to support learning, scaling and replication. Taking a DE approach will connect monitoring and evaluation findings right back into emergent strategy and design, which will be critical for evolving the initiative over five years (as broader social, political and economic contexts shift). DE will support course corrections and the achievement of real and substantive impact.

2.5 Monitoring and evaluation timelines

Table 2.10 Monitoring and Evaluation Timelines

	Year 1				Year 2				Year 3				Year 4				Year 5			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Launch monitoring and evaluation plan and complete baseline assessment																				
Ongoing data collection across projects																				
DE briefs																				
Network map																				
Key informant interviews																				
Yearly reports																				
Sense-making to adapt, identify emerging opportunities and course correct as needed																				
Final report																				

3.0 Project Management

Our Project Management Plan leverages the strengths of our partners and our own internal resources. This includes the City of Guelph's Project Management Office (PMO). The PMO is a Centre of Excellence for project and process management, providing coordinated management, best practices, research, tools and training for the City to successfully execute projects and improve services and processes.

The PMO enables organizational success through the efficient and effective management of processes and projects. This is accomplished by:

- Defining, developing and maintaining standard methodologies, processes and tools
- Providing training, coaching and guidance on process and project management
- Providing centralized, coordinated management and oversight of project delivery and service delivery/performance

Our Smart Cities Project Team, with support from the PMO, will ensure successful execution of our project management plan (Chapter 5). This includes ongoing operations and resource management, as well as addressing concerns about budgets, workforce capacity and infrastructure readiness. Because of the nature of our partnership, the City of Guelph and the County of Wellington will equally share resources (IT, finance, waste resources, etc.) to ensure the timely delivery of our projects.

Through various meetings with our stakeholders' groups, consultants and internal staff, we have developed five-year plans that reflect our project goals (Chapter 2).

3.1 Scope, scheduling, resource requirements and stakeholders by project

Our Food Future is a system-level change initiative, with nine Pathfinder Projects integrated into three Workstreams and enabled by data, technology and engagement strategies. A Smart City Office (Chapter 5) will serve as the locus of control and coordinating body for implementation. The initiative is supported by an open, collaborative governance framework which engages the local community and collaborators as leaders, expert advisors and delivery partners.

As is described in Chapter 5, the City and County will provide oversight and coordination of Our Food Future. The following tables identify the scope, deliverables, resource requirements and key stakeholders for each project. Refer to Chapter 2 for the identification of project outcomes.

Note: Financials listed in the "Resource Requirements" column capture those noted in the proposal budget, including financial totals pending, in-kind and cost amounts (Chapter 8).

3.1.1 Smart Cities Office

Table 3.1 Smart Cities Office

Projects & Scope	Timeline/Key Deliverables	Resource Requirements*	Key Stakeholders
Technology and Data Strategy to develop a scalable data and technology ecosystem	2020 <ul style="list-style-type: none"> Data and privacy framework 2020 to 2025 <ul style="list-style-type: none"> Business requirements analysis Concierge, Data Collaboration, & Rural Broadband Platforms Project Level Technology Development, Challenges & Pilots Launch the Data Collaboration Platform Network maturity Share best practices 	Financial: \$1.2M Human: <ul style="list-style-type: none"> Smart City Office & Project Staff Consultants Material: Hardware & software	<ul style="list-style-type: none"> University of Guelph Data/Tech consultant Public Health Toward Common Ground University of Guelph
Engagement Strategy: engage stakeholders and residents in seeing a role for themselves in the initiative	2020 to 2025 <ul style="list-style-type: none"> Public Education materials Digital tools & resources Live events Behavioural interventions Newcomer Pilot: Farm Apprenticeship Program Reimagine Food Campaign 	Financial: \$1.3M <ul style="list-style-type: none"> Human Resources: Engagement Outreach Staff Engagement Tactics Implementation Staff Consulting Material: IT equipment; software; supplies	<ul style="list-style-type: none"> University of Guelph/ Newcomer Pilot: Guelph Centre for Urban Organic Farming Shelldale Community Centre Willow Road public school The SEED Wellington Catholic District School Board; Upper Grand District School Board YMCA/YWCA Indigenous partners and leaders

3.1.2 Goal 1: Increasing access to affordable, nutritious, local food by 50%

Asset and Behaviour Mapping: This project will involve on-the-ground research, surveying, GIS mapping and the results of Guelph Family Health's study on the food environment, to identify local food assets and behaviours related to food purchases and consumption. The data gathered will support the development an internet-based Dashboard. The Dashboard will provide access to baseline data regarding of the state of access to nutritious food and community assets. Data mapping and analysis of multiple datasets will identify access gaps, enabling us to establish targets, develop highly effective strategies and track these strategies across time. We will then use this information as an evaluation or benchmarking tool.

Table 3.2 Asset and Behaviour Mapping

Timeline/Key Deliverables	Resource Requirements	Key Stakeholders
2020 to 2021 <ul style="list-style-type: none"> Asset & Behaviour Map Dashboard 	Financial: \$2.2M Human: <ul style="list-style-type: none"> Health Promotion Specialist Public Health Nutritionist Health Data Analyst Epidemiologist/Data Scientist Environmental Health Specialist Food Environments Researcher Nutrition Researcher Applied Public Health Research Scientist Undergraduate/graduate students Consultant/Facilitator Community Liaison Communications Team Data/Technology Team Material: hardware & software; technology development	<ul style="list-style-type: none"> University of Guelph Wellington-Dufferin-Guelph Public Health Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) Guelph Community Health Centre Wellington Catholic District School Board Guelph Neighbourhood Support Coalition

Circular Food Security & Health Action Plan: Informed by insights gathered by the Asset and Behaviour Mapping project, a Food Security and Health Action Plan will be developed to establish new intervention models and evidence-based policies and resource allocation decisions. Interventions will help influence behaviours related to food purchases and consumption, as well as attract the agri-food industry, community partners and businesses to areas with insufficient access to healthy nutritious and affordable food assets. The results will be effective investments in community-based programs and policies; greater physical and economic access to nutritious foods; well-informed and empowered residents; and, ultimately, improved population health outcomes.

Table 3.3 Circular Food Security & Health Action Plan

Timeline/Key Deliverables	Resource Requirements	Key Stakeholders
2021 to 2024 <ul style="list-style-type: none"> Action Plan New Interventions piloted and scaled 	Same as Table 3.2	Same as Table 3.2

3.1.3 Goal 2: Create 50 new circular business collaborations and opportunities

Circular Food Economy Innovation Hub (CFE iHub): This “think and do” iHub will be a circular economy innovation engine for the region, helping entrepreneurs come together to tackle our most complex food challenges. It will serve as a hub for discovery, assessment and analysis of problems; ideation, user-design, prototyping and validation of solutions; and ongoing mentoring and acceleration of new circular food economy entities. It will create partnerships and collaborations to re-invent local food systems and solve local food problems that are globally relevant. Anchoring the project will be the establishment and operation of collision activities that foster collaboration in the agri-tech, clean-tech, social innovation and other sectors that may contribute to our goals.

Table 3.4 Circular Food Economy Innovation Hub

Timeline/Key Deliverables	Resource Requirements	Key Stakeholders
2020 <ul style="list-style-type: none"> Feasibility study Design & launch 2021 to 2024 <ul style="list-style-type: none"> Collision events Hackathons/design jams Prototypes, including new technologies New circular economy enterprises 	Financial: \$3.2M Human: <ul style="list-style-type: none"> Head, CFE Lab CFE Innovation Specialist Client Engagement Lead Design Lead Digital/Events Coordinator Connectors/Concierge Main door intake support Additional Innovation Specialist Financial & Operations Support Material: Maker Space; design/operations; hardware & software	<ul style="list-style-type: none"> 10C Shared Space Innovation Guelph University of Guelph – John F. Wood Centre for Business and Student Enterprise Guelph Chamber of Commerce Business Centre of Guelph/Wellington Conestoga College

The Harve\$t Impact Fund: This expanded and connected local financial marketplace leverages granted funds to “de-risk” projects and grows institutional and venture capital opportunities. This circular fund and finance ecosystem will ensure that a variety of types of businesses develop, social goals are supported and successes are expanded upon. The Fund will enable new partnerships, support start-ups and facilitate innovations that apply circular ideas, data and technology to food problems. Beyond the initial nine Pathfinder Projects, the Harve\$t Impact Fund will enable the sustainability of the Our Food Future initiative by supporting a pipeline of innovative data- and technology-driven businesses and collaborations.

Table 3.5 Harve\$t Impact Fund

Timeline/Key Deliverables	Resource Requirements	Key Stakeholders
2020 <ul style="list-style-type: none"> Funding and financing platform Impact assessment 2021 to 2024 <ul style="list-style-type: none"> Smart Cities Start-up Fund Start-up capital Direct community investment and social finance Social Venture Exchange (SVX) Social Impact Bond (SIB) Institutional debt financing Venture capital Philanthropic donations, grants and awards 	Financial: \$3.5M Human: <ul style="list-style-type: none"> Harve\$t Fund CFE Leader CFE Financial Analyst CFE Social Finance Engagement Lead Impact Measurement Lead Philanthropy Development Lead Development Assistant (Year 2-5) Partnership Development Lead Financial, Operations, Marketing & Legal support Consultants Material: Hardware & software	<ul style="list-style-type: none"> 10C Shared Space Innovation Guelph University of Guelph – John F. Wood Centre for Business and Student Enterprise Guelph Chamber of Commerce Business Centre of Guelph/Wellington Business leaders Entrepreneurs Investors
Harve\$t Impact Fund: Demonstration Project 2020 to 2024 <ul style="list-style-type: none"> Fresh food produced and delivered to Wellington County residents “Upcycle commercial kitchen/processing facility Food Waste Innovation Hub 	Financial: \$360,000 Human: <ul style="list-style-type: none"> Community Liaison Food Access Program Coordinator 	<ul style="list-style-type: none"> The SEED Guelph Community Health Centre Everdale St. Joseph’s Health Centre Second Harvest University of Guelph

Timeline/Key Deliverables	Resource Requirements	Key Stakeholders
<ul style="list-style-type: none"> Online food distribution platform: foodrescue.ca 		

New Food Economy Skills and Training: Leveraging the institutional resources, skills and talent in our community, we will provide food innovation education and training, as well as public learning labs to promote and innovate on food policy and ideas. This includes expanding existing sustainable food education programs in elementary and high schools, such as the Centre Wellington Food School. Meanwhile, the University of Guelph will evolve its “Food from Thought” program with the Arrell Food Institute, which will see graduate students undertaking real-world challenge projects related to food security and/or agriculture. Finally, the Smart Cities Challenge initiative provides new opportunities for Conestoga College’s Institute of Food Processing Technology to deliver more education, training and research in food processing technologies, food safety, automation and robotics, packaging and plant supervision. Together, these organizations are committed to delivering the training and mentoring side of Our Food Future.

Table 3.6 New Food Economy Skills & Training

Timeline/Key Deliverables	Resource Requirements	Key Stakeholders
2020 to 2024 <ul style="list-style-type: none"> Training and mentoring programs Post-secondary courses & educational experiences related to the circular food economy Secondary school students engaged through the Local Environmental Agriculture and Food (LEAF) Program & Centre Wellington Food School 	Financial: These initiatives will be delivered by the applicable institutions as “in kind” contributions Human: <ul style="list-style-type: none"> Program staff Faculty 	<ul style="list-style-type: none"> University of Guelph Conestoga College -Craig Richardson Institute of Food Processing Technology Arrell Food Institute Food from Thought initiative Norwell District Secondary School Centre Wellington District High School

3.1.4 Goal 3: Increasing circular economic revenues by 50% by valuing waste as resource

Business Tools and Services: This project will develop, curate and share a suite of tools, business diagnostics and services to help public organizations and businesses reinvent their processes and business models. This includes developing baseline data, measurement technologies to support evidence-based interventions and decision making that increase sustainability and circular principles.

Table 3.7 Business Tools & Services

Timeline/Key Deliverables	Resource Requirements	Key Stakeholders
<p>2020 to 2021</p> <ul style="list-style-type: none"> • Business assessments • Baseline data • Waste composition study • KPI dashboard • Tech prototypes <p>2021 to 2024</p> <ul style="list-style-type: none"> • Assessments • Geospatial mapping • Prototype testing and iteration 	<p>Financial: \$375,000</p> <p>Human:</p> <ul style="list-style-type: none"> • County of Wellington Consultant Support • University of Guelph Masters Students • Research leads 	<ul style="list-style-type: none"> • Provision Coalition • University of Guelph • County and City waste resource departments • Guelph Waste Resource Innovation Centre • Business owners

“Reimagine Food” Awareness Campaign: This project will focus on educating consumers on the importance of revaluing waste. As a result, it will boost demand for the products of a circular economy and build stronger relationships between local food producers and consumers to enable the regional food ecosystem. (See Table 3.1 and Chapter 6 for more details.)

Circular Carbon Credits: Leveraging carbon credits generated by the management of landfill emissions and source-separated-organics composting, this project seeks to increase the circularity of municipal carbon credits by adding the concept of a social currency or token system similar to loyalty points. It is envisioned that a platform can be created whereby carbon-credit-backed social currency utilizing distributed ledger technology or equivalent can be traded at the local level to increase awareness and incentivize local and sustainable consumer food choices. This project will also develop a protocol system and policy framework for enabling carbon credits for food waste prevention at food and beverage manufacturing sites.

Table 3.8 Circular Carbon Credits

Timeline/Key Deliverables	Resource Requirements	Key Stakeholders
2020 <ul style="list-style-type: none"> Municipal Waste Carbon Credits Pilot designed Pilot CO2e aggregation approach across processing sector 2021 to 2024 <ul style="list-style-type: none"> Policy proposal to reflect prevention as carbon-offset eligible Municipal Waste Carbon Credits Pilot launched – carbon credits issued Social currency framework developed 	Financial: \$590,000 Human: <ul style="list-style-type: none"> Provision Coalition staff 	<ul style="list-style-type: none"> Provision Coalition Food and beverage processors

Circularity in Municipal Waste Systems: This project leverages municipal waste systems and partnerships to reduce waste and loss along the food value chain and increase circularity. Integrated urban and rural waste management plans will support innovation by identifying opportunities to maximize diversion of food waste and organics from landfill. Leveraging Guelph's automated and integrated collection technology, including waste cart RFID and GPS technology, will advance new AI-driven technologies, waste-sorting sensors and smartphone apps that help households reduce avoidable waste. Value mapping will help visualize food production processes from start to finish, from raw inputs to the final consumer, identifying opportunities to recover the economic and environmental value of "waste" byproducts.

Table 3.9 Circular Municipal Waste Systems

Timeline/Key Deliverables	Resource Requirements	Key Stakeholders
2020 <ul style="list-style-type: none"> Integrated Master Plan 2021-2024 <ul style="list-style-type: none"> Master Plan reporting Waste KPI dashboard development Municipal Food Waste Reduction Best Practice Review IoT measurement and sensor technology "Orange button" for Waste Value Stream Mapping Process Visualization Tools Food Waste Prevention Protocol 	Financial: \$2.4M Human: <ul style="list-style-type: none"> City and County Waste Resource staff 	<ul style="list-style-type: none"> University of Guelph Provision Coalition

3.2 Project management methodology and communication

The City and County will deploy an agile methodology to complete this project. This will allow us to test pilots and prototypes to get a better understanding of how products will be used in the field and refine them accordingly.

We will make full use of feasibility studies, workshops and user groups to test and pilot ideas before making full commitments, thereby ensuring our community partners and stakeholders are engaged every step of the way. Throughout this project and moving forward beyond the lifecycle of the challenge, we will communicate widely and listen to the response we get from stakeholders and the community to identify residual risks and strategies to engage more effectively.

3.3 Procurement management

The procurement process will be managed according to the City of Guelph's well-established procurement policies and procedures. These adhere to very specific guiding principles that promote fairness, transparency, accountability, competitive bidding, environmental sustainability, accessibility, ethics and fair trade, as well as remove any conflicts of interest. This will allow for various forms of procurement from a broad suite of highly vetted vendors. (Chapter 4 for details specific to procuring technology.)

As noted previously, we intend to also make use of "problem-based procurement" or "challenge-based procurement" approaches where procurers outline the challenges and the needs (rather than prescribing a solution) and invite bidders to propose a variety of innovative solutions. This is a guiding principle in the [Guelph Civic Accelerator](#), as well as programs such as the federal [Innovative Solutions](#) program. Other approaches centered on problem-based procurement include [Code with Us](#) and [Sprint with Us](#) by the Government of British Columbia, the [CivTech](#) program in Scotland, the [Digital Fredericton initiative](#) in New Brunswick and the [Startup In Residence \(STIR\)](#) model launched by the Office of the Mayor in San Francisco (which has also been adopted in jurisdictions including British Columbia and Amsterdam). For further information, see the report the City of Guelph co-developed with the Brookfield Institute: [What's in the Mix: Opportunities + challenges for municipal innovation procurement](#).

3.4 Risk and issue management

Guelph-Wellington will draw on our depth of experience in issue management at the municipal level. We will use our internal issue management framework, which includes a risk-rating criteria/risk-impact likelihood matrix to assess risk and define the level of risk. This tool considers the category of probability against the category of consequence severity. A formal risk assessment will also be conducted using our Project Risk Assessment Toolkit. Because of the complexity of Our Food Future, a cross-functional team comprised of subject matter experts will be brought together to prepare the risk assessment and the mitigation plan.

We will also draw on our depth of experience in issue management. Our well-established issue management framework supports the organization in its effective anticipation, management and resolution of issues. It supports Guelph's culture of reputation and relationship management, and it helps to ensure our actions are aligned with stakeholder expectations.

3.5 Monitoring, controlling and reporting strategies

The City of Guelph uses a three-tier classification system to determine the level of project management rigour that should be applied. Tier 1 projects require the highest level of oversight and have direct support from the City's Project Management Office. Given the complexity of Our Food Future, it will be treated as a Tier 1 project. Every Tier 1 project follows a stage-gate approach that includes budget planning (preinitiation), initiation, planning, execution (with monitoring/controlling) and close-out. The stage-gate framework is used to manage projects and allows the project steering committee to determine if a project is ready to proceed to the next gate.

The stage-gate framework also identifies gate-specific activities and deliverables to properly prepare for the next stage or phase of a project. At the end of each gate (i.e., gate-exit), specific deliverables are reviewed and approved. Once the deliverables are approved, the phase is complete and the project team can pass through the "gate" to the next stage.

The monitoring and controlling activities are completed as per the Project Management Plan (in particular, cost, schedule, risks and change log). Throughout the process, a Lessons Learned Log is maintained and the project costs are tracked on a monthly basis, ensuring the actuals compare with estimates. Where required, corrective action is taken to ensure the project comes in on the estimate. The actual project progress is compared with the baseline schedule, and resources are adjusted to ensure project progress and milestones track in accordance with the baseline. Project risks and issues are also tracked on a monthly basis, and the project management team will endeavour to manage all outstanding issues quickly. Change orders are logged in the Change Order Log at the time of issuance, and a status update is provided to the Project Sponsor on a monthly basis.

3.6 Approach to sustaining projects beyond the lifecycle of the Challenge

Sustainability is a cornerstone of circular food systems. Thus, we envision Our Food Future will continue — and grow — well beyond the five years of funding that INFC will provide if our proposal is successful.

Our Pathfinder project plans and budgets are based on the premise each project will become self-sustaining by year five of the Smart Cities Challenge. The Harve\$t Fund, for example, is a revolving fund, making it inherently self-sustainable. Meanwhile, the premise of iHub is to help launch revenue-generating businesses, and our Circular Municipal Waste Systems project will also lead to revenue-generating opportunities and/or cost savings. In other cases, such as our New Food Economy Skills and Training project, our project partners will assume responsibility for funding and running these projects.

4.0 Technology

4.1 Overview and strategy

We plan to build the technology platform for Our Food Future in two phases. In phase one, we will establish a technology ecosystem that will enable the development of smart solutions by:

- Understanding what data is available and what needs to be collected
- Breaking down data silos
- Increasing broadband internet access in Wellington County
- Making the Internet of Things (IoT) simpler
- Transforming big data into knowledge
- Unleashing the potential of right-time open data
- Ensuring data sovereignty
- Enabling the data economy

Over the longer term, we aim to use the tools, processes and services developed for Our Food Future in other sectors, since their structure and capabilities will not be limited to food-specific applications. This initiative will thus have significant ongoing benefits to the Guelph-Wellington community, with potential for even broader application across Canada.

Smart City initiatives tend to be focused on the use of connected technology, but in their fullest expression, they are about the procurement and onboarding of data- and technology-driven innovation. As such, the technology strategy for our initiative will focus on utilizing and evolving the work undertaken by the City of Guelph and others on innovation procurement.

Each of our projects will use a “problem-based” challenge approach to procurement where appropriate. This approach involves the identification of problems and needs, preparing public challenges that describe these needs (rather than prescribing a solution) and then inviting the private sector to propose a variety of innovative solutions. This process has been developed and refined through the City of Guelph’s [Civic Accelerator](#) — an innovative approach to redesigning municipal procurement, providing better services to residents and creating more commercialization opportunities for early-stage businesses.

We will leverage and utilize the [Municipal Innovation Exchange](#) (the MIX) and its work on innovation procurement. The MIX is an emerging virtual centre of excellence developed by the Cities of [Guelph](#), [London](#) and [Barrie](#), as well as [MaRS Discovery District](#). The MIX is working to run innovation procurement challenges in each city, explore multi-city procurement challenges, conduct policy research, develop a peer-network of municipalities and codify learnings into a best practice Municipal Innovation Procurement Framework.

4.2 Preliminary roadmap

The roadmap we have developed (Figure 4.1) provides a preliminary view of how the core platforms, the application-specific technologies and the nine projects will be strategically deployed in phases. We discuss the details in the sections that follow.

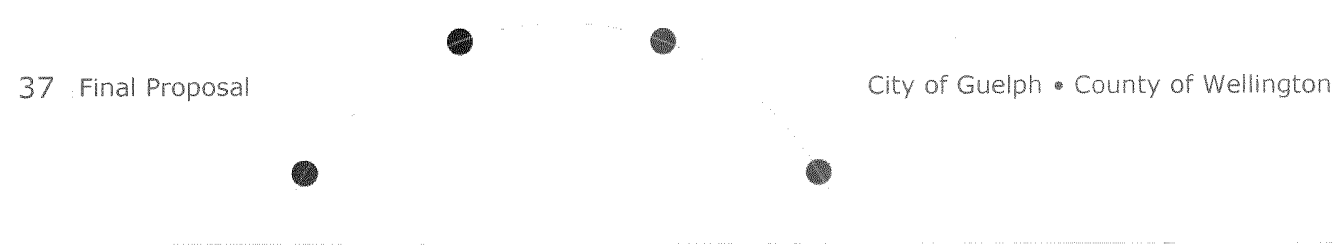
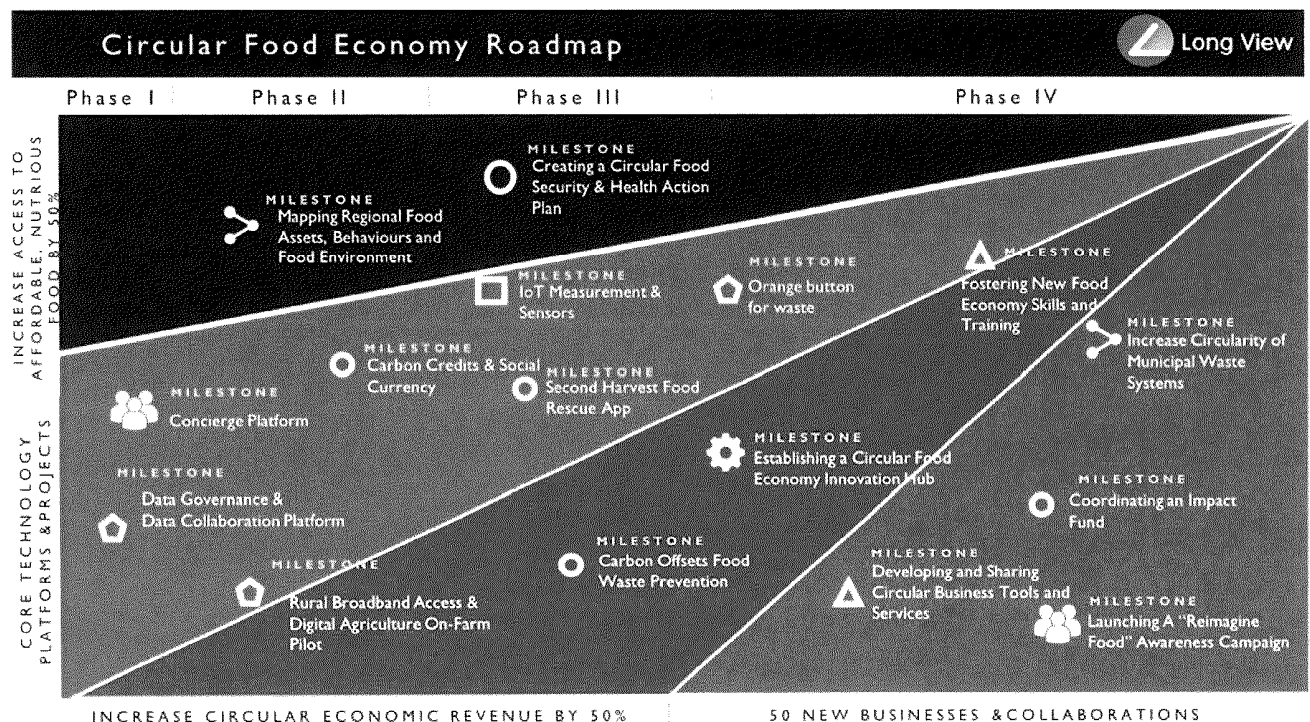


Figure 4.1: Circular Food Economy Roadmap



4.3 Details about the technologies

Core platforms:

- A Concierge Platform, which serves as the primary user interface for this initiative
- A Data Collaboration Platform that enables access, sharing, manipulation and reporting against multiple data streams from multiple, disparate data sources (see Data Utility, Chapter 7)
- Rural broadband access

Project-specific technology innovation:

- Machine-learning tools (AI)
- Social currency & distributed ledger (for example, Blockchain)
- GIS mapping

4.4 Core platforms

4.4.1 Concierge

The Concierge platform will be the primary user interface for the Circular Food Economy initiative, facilitating the creation, validation and monitoring of circular food economy businesses, social enterprises and collaborations. It will serve as the digital hub for collaborators in agri-food, clean tech, social innovation and other sectors to work together on Circular Food Economy challenges.

Effective communication and collaboration (synchronous and asynchronous) are crucial when many different people at different sites will be working on the same interconnected projects. Some of the key capabilities of this platform will include:

- Asynchronous collaboration that enables:
 - User-to-user collaboration
 - Group-to-group collaboration
 - Ad-hoc and structured collaboration
 - Threaded discussions
 - Seamless access for internal and external collaborators
- Tie-ins to primary social networks (Facebook, Twitter, etc.) and access to analytics
- Resource management
 - Coordination of distributed teams
 - Skillset mapping, tracking and matching

Careful design of the access and directory structure will allow for a dynamic user environment without introducing potential security concerns.

There are several platforms available that could form a strong foundation for this service. Prior to moving to procurement, we will perform a business/project needs analysis to gather the specific user-interface requirements and develop a more detailed scope of engagement and deployment strategy.

4.4.2 Data Collaboration Platform

Data collaboration, enabled by the Data Utility (Chapter 7), is the heart of the nine Our Food Future projects. But the potential applications go even further.

A Data Collaboration Platform enables interconnections between data providers and data consumers through standardized, open protocols. It does not copy data to a central location; the data will always remain within the control of the data provider. Instead, it allows data users to transparently access data according to permissions they are granted by the data providers.

The Data Collaboration Platform will help break down data silos by addressing data-sharing challenges many organizations and stakeholders experience in Guelph-Wellington (e.g., farmers, food processors, government, equipment companies, public health units, food banks, etc.). Although these groups recognize the value of sharing data, this currently occurs through unique, ad hoc arrangements and links between each organization. This is not very scalable or manageable, as changes at either end of a link often mean significant effort is required to re-establish data-sharing connections.

An example of this approach could include partnerships between the local farming community, our research partners/innovators and our local source water protection agency.

Farmers today have precision control equipment with access to vast amounts of on field data. For example, they use data from prior years to limit seed planting and pesticide use in areas where standing water and/or water runoff result in poor crop yields.

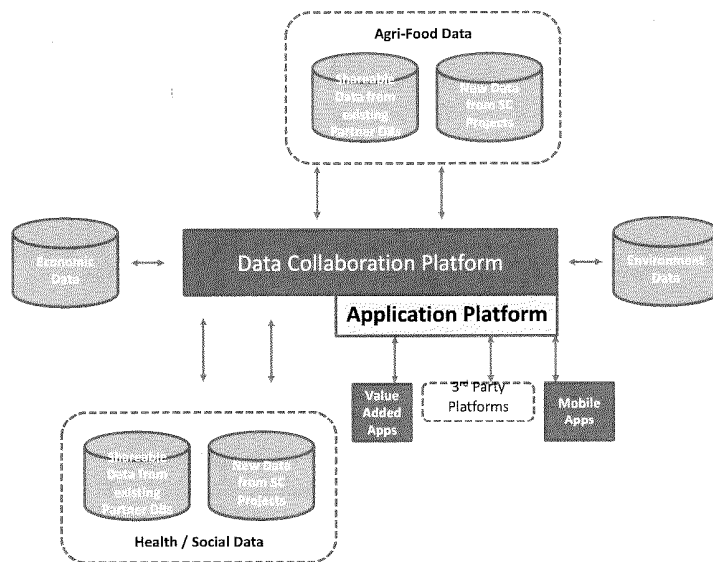
By developing a technology platform that enables the sharing of this data, we have an opportunity to create challenge statements to improve land usage in these areas. For example, we could test new soils that are more resistant to runoff or non-traditional crops that are more resilient in standing water. Alternatively, we could develop programs to repurpose these areas for environmental renewal. Another example could include the sharing of real-time pesticide data, local weather data, and water quality sensors. This would enable us to identify the example local impact of on-farm pesticide use in Wellington County. By sharing this data across multiple entities, we could identify the specific impact on each of our waterways. This would enable us to challenge the community to design solutions for the specific fields known to be problematic.

Some of the capabilities of this platform will be:

- Live, secure access to any data source
 - Data owners can control what data is exposed and grant or revoke access
 - Data users have access to all data sources through a standard Application Programming Interface (API)
- An integrated Application Platform, where community collaborators can develop and share value-added tools, solutions and applications
 - Capability to host and execute applications
 - Tools and modules to enable native analysis and reporting

Figure 4.2: Data Collaboration Platform

(SC = Smart Cities; DB = database)



Preliminary Review of FIWARE as a candidate for the Data Collaboration Platform

For the purposes of this proposal, we have identified FIWARE as a possible platform that meets the data-collaboration needs of Our Food Future. Moving forward, Guelph-Wellington will perform a business/project needs analysis to assess specific data-collaboration requirements. We will then conduct a rigorous procurement process, where we will validate the selection of FIWARE or another technology solution.

FIWARE is a global, open-source community where developers contribute data from Internet of Things (IoT) devices and other software applications. The platform then aggregates and processes that data to accelerate the development of smart solutions for cities, industry and farms. It provides the de-facto standard for context information management, as well as a library of tools based on that standard to develop smart solutions faster, more easily and more cheaply.

The open-standard nature of the FIWARE interface offers programmers the ability to port their applications across different platforms, eliminating the threat of vendor lock-in.

A rich suite of complementary open-standard components can be added to serve different functions:

- **Interfacing with the Internet of Things (IoT):** Capturing updates on context information from robots and third-party systems and translating required actuations.
- **Context data/API management, publication and monetization:** Implementing the expected smart behaviour of applications and/or assisting end users in making smart decisions.
- **Processing, analysis and visualization of context information:** Bringing support to usage control and the opportunity to publish and monetize part of managed context data.

FIWARE proof of concept: Canadian Agri-Food Sector

In 2017, Canadian Precision Agri-Food installed a FIWARE node in Canada on a Canadian-hosted cloud for evaluation using agri-food pilot projects. This test proved FIWARE performed tasks succinctly as a data broker, providing smooth and verifiable exchange. FIWARE also scored highly in efficiency, data standards, data retrieval, learning resources and documentation, as well as community resources and engagement.

4.4.3 Rural Broadband Access

As the Wellington Federation of Agriculture's recent survey revealed, the majority of local producers are already actively using technology such as sensors, auto-steer, GPS and video. However, smart technologies like these require reliable data transfer and connectivity. Currently, 57 per cent of households, farms and businesses surveyed within Wellington County are underserved when it comes to internet access, with download speeds less than 50 Mbps and upload speeds less than 10 Mbps.

Wellington County is addressing this through participation in the Southwestern Integrated Fibre Technology (SWIFT) network, which aims to build a high-speed fibre optic network across Southwestern Ontario. Wellington County is currently one of the first to start building SWIFT

into their network. This infrastructural upgrade, occurring alongside our Smart City Initiative, will give County residents greater access to reliable high-speed internet to be able to participate in data- and technology-related Our Food Future projects, including the data collaboration platform. It will also allow the County to reach their residents and agricultural producers more efficiently, thus creating more meaningful connections or dialogues about current affairs.

To enable broadband infrastructure on the farm in support of digital agriculture applications, we will conduct a pilot project in the County to test the viability of bulk-purchasing high-speed internet connectivity through a reliable provider. This project, to be activated in the early stages of Our Food Future, will lay the groundwork to enable our farmers and rural residents to actively participate in the circular food economy.

4.5 Project-level technologies

4.5.1 Machine learning tools (artificial intelligence) and data analytics

Machine learning (AI) can extract patterns and trends from large volumes of data without requiring significant human interaction. Some of the applications of this approach in the nine Our Food Future projects include image processing and recognition, data correlation and trend analysis.

For example, Guelph already has GPS technology and RFID tags installed in its household waste bins. This allows the City to collect real-time data on waste, recycling and organics that can be tracked back to a residential address or neighbourhood. Currently, however, we would need to conduct manual audits of household organic waste to collect further data on food waste and provide feedback to residents. Our “Circularity in Municipal Waste Systems” project (Project 9) will allow us to leverage our connected technology to further generate targeted geospatial data and support development of additional AI-driven sensor-based technology, such as sensor-based waste sorting.

We plan to develop an “**Orange Button**” standard and smartphone app for household waste data, similar to the Green Button standard and application that gives households access to their personal energy usage data. By integrating this new sensor technology, we could generate and send customized reports to homeowners’ smartphones. Available in multiple languages and formats, these reports would outline the household’s waste patterns and provide practical suggestions on how to reduce their avoidable waste, costs and carbon footprint.

There are numerous AI platforms and tools available in this space, many of which have been developed in Canada. However, some of this work will involve developing and integrating new technology and processes. Selection of a specific platform or tool will be driven by specific project and business needs, as well as the ability to integrate with the other components of the Our Food Future technology ecosystem.

4.5.2. Social currency and distributed ledger technology

Our “Increasing Circularity of Carbon Credits” project (Project 8) seeks to enhance the value of existing carbon offset programs. In addition to carbon offset credits, businesses would also receive digital currency that could be spent and traded locally to support further actions related

to Our Food Future. The approach is similar to store loyalty programs and those used in cryptocurrency. As such, a mechanism for “spending” the accumulated social currency will need to be identified as part of the development.

This is an active area of development in the technology world, largely driven through distributed ledger technology such as Blockchain. Implementing social currency will require a very structured specification to ensure that it is achievable and directly addresses the needs of the projects.

Guelph-Wellington views distributed ledger technology as an extremely promising tool that may be capable of achieving results that are extremely difficult, if not impossible, to achieve using traditional methods. As with any new technology, the key to employing a distributed ledger technology in the ecosystem will be to deploy it against a very well-defined requirement with specific, measurable goals and scope.

4.5.3 Geographic Information System (GIS) mapping

GIS technology will be instrumental for our food environment assessment project (Project 1), allowing us to produce a nutritious food baseline map. This technology will enable us to compile geographic data and generate interactive maps using mapping software (e.g., ArcGIS). By mapping the food assets in Guelph-Wellington, we can then overlay neighbourhood information to identify areas that lack physical access to nutritious food.

GIS technology will also be used to support our Circular Municipal Waste Systems project (Project 9) and the development of visualization tools. Our research partners at the University of Guelph have already developed a prototype for an interactive online geospatial map. This tool will allow users to identify potential sites and interventions best-suited to prevent or repurpose food waste in Guelph-Wellington. Identifying these sites and interventions will follow the principles of “highest and best use” set out in the [U.S. Environmental Protection Agency’s food waste hierarchy](#).

4.5.4 Digital agriculture: technology capacity-building and adoption (on farm pilot)

As part of the asset mapping activities taking place in year one, we will work with local producer associations to explore the strengths of Wellington County’s agricultural sector, from producer efficiencies to consumer perceptions of the food that is grown here. In order to understand the complex agricultural landscape that exists within the county and support Our Food Future, existing technologies and data will be leveraged to help pull this information together. Additionally, the County proposes to work with farmers to test new digital technologies that will measure and record crop yields and quality. This research and demonstration project will enable us to continue to support the sector’s existing efficiencies to ensure sustained growth.

We expect as well that there will be similar opportunities for research and demonstration projects in the growing field of digital urban agriculture.

Meanwhile, we recognize that local food alone won’t sustain our regional food ecosystem. We will therefore look for targeted ways to help residents gain access to healthy, affordable food that we don’t and/or cannot produce here.

4.6 Approach to future-proofing the technologies

The core platforms on which applications will be developed and deployed will be non-proprietary, open-systems technologies employing a common standard API approach.

Should FIWARE be selected as our data collaboration platform, it will meet these criteria. This platform is managed and maintained by an international association and is not controlled by any single corporation or national entity.

We will look to Smart City and technology standard organizations worldwide to learn best practices for future-proofing our platform and project-specific technologies. These organizations include:

- **Open and Agile Smart Cities (OASC)**, a non-profit, international smart city network that aims to create and shape the nascent global smart city data and services market. The initiative comprises more than 117 cities in 24 countries. It is driven by implementation and focused on open platforms and citizen engagement.
- **The National Institute of Standards and Technology's global coalition aimed at defining a Things-Enabled Smart City Framework**, which identifies pivotal points of interoperability that can help enable the landscape of diverse but interoperable smart city solutions.

4.7 Compliance with relevant legislative and regulatory requirements

The proposed technologies are transparent to legislative and regulatory requirements and will comply with any and all applicable requirements. Identifying and integrating legislative and regulatory requirements will be a key part of the initial solution-design process. This will include meeting the privacy requirements we lay out in Chapter 7.

4.8 Enabling interoperability, replicability and scalability

Our aim is to make data truly accessible, usable and barrier-free to enable decision-making processes to become transparent, empower residents and strengthen the relationship between residents and public organizations.

To that end, all tools and platforms to be employed will interact through well-defined, standards-based, open-API interfaces. Aligning to leading practices for open-source development avoids the potential for proprietary vendor technology lock-in and enables the integration of the platform with existing community systems and services through these API interfaces.

Meanwhile, the solution will be built on modules and/or microservices, allowing individual components to be replaced without affecting the platform as a whole.

The infrastructure on which the platform will be deployed is expected to be a cloud environment, allowing for ease of scalability and multi-site redundancy as required by the specific business needs of the applications to be developed and deployed.

4.9 Roles and responsibilities of technology partners

Technology partners will be engaged through a procurement process as service providers through Milestone or Service Level Agreement (SLA)-based contracts aligned to the

performance management metrics for Our Food Future projects. The project will aggregate the supplied technologies to deliver a platform against which these projects can be enabled.

The proposed Data Utility (Chapter 7) will provide the support for the Data Collaboration Platform. It is envisioned the Utility would be developed by Guelph-Wellington partners as a not-for-profit service, operated by an independent purpose-built service provider. The capabilities of the Data Utility will be defined by a published service catalogue, against which specific SLAs will be offered. Core governance partners in the Utility will be the municipalities, Public Health, the University of Guelph and Toward Common Ground (a community data collaboration).

4.10 Accessibility and usability of the technologies

To ensure that there are no barriers that prevent people with disabilities from accessing the technology or interacting with it, the W3C Accessibility Standards (WCAG 2.1) will be employed as a baseline for the development of Our Food Future applications and technologies.

Accessibility will also be a key performance metric tracked to define success. In all cases, we intend to take a user-oriented or human-centered design approach to ensure technologies are accessible, feasible, viable and desirable.

4.11 Identification of risks and development of appropriate mitigation strategies

When multiple sources of data from disparate source organizations and technologies are being aggregated and analyzed, the potential risk profile increases exponentially with the complexity of the system, both in terms of cybersecurity threats as well as privacy/sensitive data management requirements. We address privacy issues in Chapter 7. To address cybersecurity concerns, we will establish a comprehensive security and compliance governance framework prior to the deployment of any technologies.

Once this framework is in place, it will act as a guide to align mitigation strategies designed for:

- Prevention (approaches to stop cybersecurity breaches from occurring)
- Identification (processes and tools to determine if a cybersecurity breach is underway)
- Remediation (addressing the impact of a breach to minimize the overall impact)

Municipalities are familiar with the attendant risks that come with technology development projects, including procurement, system integration, data management, business process redesign and change management. We intend to utilize the tools, policies, processes and project management approaches embedded in our municipal procurement and technology departments, as well as the support of trusted consultants, along with data and technology expertise and support from the University of Guelph and our Public Health partners.

5.0 Governance

5.1 Governance framework: agile, open and inclusive

The supporting structures of this initiative are designed to support a collaborative, open, inclusive governance approach. This model views local government as a convener, facilitator and coordinator, as well as an active participant and contributor.

The City of Guelph has been working for several years on a “plural governance framework” on a number of fronts, creating new platforms for citizens, community partners, local government and the private sector to collaborate, make decisions and deliver services. During this work, we learned a lot about open government, open data, civic innovation labs, “open for business” initiatives, civic accelerators, community energy plans, climate change initiatives, participatory budgeting and digital engagement.

Smart City initiatives require testing and managing complex new approaches to governance and supporting project management structures that address risks. The governance structures implemented during the application stage of the Smart Cities Challenge served as a “proof of concept” for our governance approach.

To address the risks that are beyond our local expertise, we have developed collaborations with respected international experts and will continue to turn to these experts for support as needed. For the implementation phase, we are strengthening our public accountability structures and formalizing our governance and delivery structures. In emerging areas with less well-established standards — such as data use and governance — we intend to learn from international best practices, go slow and work with experts to contribute to the body of knowledge and praxis (see Chapter 7 for further information on how we plan on ensuring partners retain control over sensitive and personal data).

Our governance strategy includes a set of core principles such as inclusive innovation; strengthening democratic participation; creating new approaches for engaging private-sector partners as expert advisors and collaborators; and transparency and accountability.

During the project development stage of the Smart Cities Challenge application, the City of Guelph and County of Wellington held various workstream roundtables to support decision making, strategic direction, planning and development for the overall initiative and the nine specific projects. Each of these roundtables included broad-based sectoral representation with collaborators from the University of Guelph, Conestoga College, health organizations, food security and social innovation agencies, businesses and school boards, as well as residents, data and technology experts, and food producers. These collaborators contribute to the success of the initiative through their extensive networks, service delivery capacity and engagement channels with residents and client groups. Our partner-led roundtables co-created project plans and budgets, as well as carried out prototyping experiments. During the next phase, these same community partners will lead the implementation of the projects, and we will add new partnerships and expertise where required.

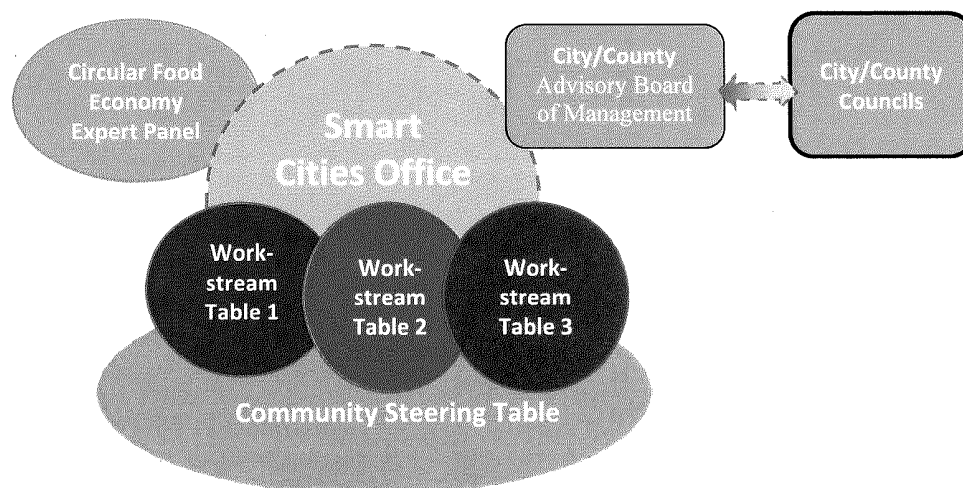
Given the success of this approach to date and the ongoing commitment of the partners to lead this work, we intend to largely continue with these existing structures. This will allow us to move quickly to begin implementation.

5.2 Governance model

Going forward, the overall initiative coordination will come from a formalized Smart City Office (SCO), hosted by the City of Guelph, with support from core City and County staff. This approach allows us to benefit from existing municipal processes, as well as internal financial, legal, communications and project management capacity. However, we will continuously

monitor the effectiveness of this approach and carefully consider options for evolving the governance model in future if needed (e.g., becoming a not-for-profit entity, municipal service or business corporation).

Figure 5.1: Our Food Future Governance Model



5.2.1 Smart City Office – Project Management

The SCO will provide project management, administration and oversight for the execution of key project milestones and deliverables. The SCO will be responsible for coordinating the governance system, financial administration and performance monitoring/reporting. It will also provide secretariat support to Workstream Leadership Tables (see 5.2.4 below).

The City and County will provide in-kind support at the Executive Director level to ensure objectives are being met, develop national and global partnerships, build private-sector funding partnerships, disseminate and promote knowledge, and ensure access to committed municipal services and resources.

A Program Director for the initiative will be responsible the day-to-day implementation and execution of deliverables, contract management, outcome and financial reporting, stakeholder management and coordination, budget administration, and Governance Secretariat support.

The SCO provides a primary point of contact and locus of control and is responsible for the overall issues, risks and change management requirements that are inevitable for large-scale, complex, multi-level initiatives. It will also coordinate and deliver the engagement, communication and performance management functions and guide the implementation of technology and data strategies, on behalf of all the projects (for details on the engagement strategy, see Chapter 6)

5.2.2 Advisory Board of Management & City and County Councils — strategic leadership and accountability

To ensure public accountability and to continue coordinating a joint City/County initiative of this nature, we intend to create an Advisory Board of Management. Operating under the

authority of Guelph City Council, this board will provide the strategic direction and oversight for Our Food Future as a whole. The Board will be responsible for monitoring the implementation and achievement of the circular food economy vision and objectives, providing financial oversight, addressing the ongoing sustainability of the initiative and resolving issues where required.

The members of this Board will meet quarterly and will consist of senior executive representatives from:

- key project partners (3 members)
- political representatives (2 members)
- Chief Administrative Officers from the City and County (2 members)

Additional representation will be sought from the public at large that reflects principles of diversity and inclusion.

Annual public reporting will occur during a scheduled City and County Council meeting. These meetings are advertised to the public and live-streamed on the City's website. Members of the respective Councils and the public will also have the opportunity to inquire about the progress and direction of the initiative on behalf of their constituents.

5.2.3 Circular Food Economy Expert Panel — national and international expert advice

To expand our knowledge of international Smart City best practices, developments in technology and data, innovation approaches, and developments in circular food economy thinking, we intend to seek expert advice from national and global leaders in these fields.

During the initial phase of the Smart Cities Challenge application, we established a Transitional Advisory Board with diverse representation. This board includes executive-level membership from the community, small and medium enterprises, large businesses, the University and College sectors, the tech sector, public health, the Ontario Centres of Excellence, the Ontario Federation of Agriculture, Ontario Agri-Food Technologies, Bell Canada and RBC.

The members of this Transitional Advisory Board will meet to guide the initiative in its initial launch, providing subject matter expertise and strategic advice, supporting knowledge mobilization, and assisting with the establishment of a permanent national- and global-level expert panel for the initiative.

5.2.4 Workstream Leadership Tables — Implementation

The three Workstream Leadership Tables are Nutritious Foods; Circular Jobs and Businesses; and Waste as a Resource. These groups have been responsible for identifying problems, collecting data and developing project plans for each of Our Food Future's three goals. Each Workstream identified, developed and coordinated several interconnected projects deemed necessary to achieve the goal and outcomes. Project Leads from each Workstream reported directly to the Steering Committee during monthly meetings. Members of the Workstreams met independently and collectively on a monthly basis at joint Workstream meetings to share information, reduce overlaps and identify dependencies in the overall initiative.

Moving forward, the Workstream Leadership Tables will shift their focus to ensuring the coordinated and synergistic implementation of the projects. These tables will consist of the Project Delivery Partners (organizations contracted or designated to deliver the projects; Chapter 8) and core collaborators.

5.2.5 Community Steering Panel — implementation and engagement

The **Community Steering Table** includes core delivery partners, as well as organizations that may not be directly involved in project implementation but play a supporting role in achieving the outcomes of the initiative. This local community-coordination table will receive bi-annual reports from Project Delivery Partners and provide advice regarding implementation, resource coordination, community and stakeholder engagement, and outreach. The membership of this multi-sector table reflects principles of diversity and inclusion. As part of ensuring we clearly hear the voice of residents, our Engagement Strategy includes the development of a **Digital Panel** that engages residents in providing input on aspects of the initiative of interest to them. The project will also establish a Guelph-Wellington Food Policy Council (GWGPC) to promote food system innovation, and facilitate food policy development, with a sister Youth Food Policy Council.

5.3 Governance and Project Delivery Partners

This initiative has captured the imagination of our local community and garnered increasing interest from beyond our regional borders. Our open and collaborative approach works to involve stakeholders and partners as **collaborators** at multiple levels of the initiative. Although their names and involvement are too extensive to outline here, detailed project plans, public discussion papers, videos and other collateral can be found on FoodFuture.ca.

Evidence of various partnerships and in-kind contributions are also provided in over 40 Letters of Support received at the time of application submission (Appendix A). As the summary table in Appendix A indicates, leaders within the agri-food sector, businesses, community organizations, education and research institutions, and other governments have all confirmed significant support for Our Food Future. Meanwhile, our supporters have pledged \$2.8M in in-kind contributions over the next five years.

In some instances, the Smart Cities Office will provide support and act as a catalyst between agencies to encourage collaboration and relationship building. In other instances, we will be contracting directly with agencies and partners to implement our identified projects.

The chart below identifies the implementation roles of our core **Project Delivery Partners**. Project Delivery Partners may have responsibility for a combination of the following roles:

- **Leads:** Provide leadership for the implementation of the project. In these instances, direct contract management isn't anticipated.
- **Expert Advisors:** Provide guidance and advice, mobilizing knowledge networks to support implementation.
- **Delivery Agents:** In these instances, we will be contracting directly with agencies to execute some or all of the goals and milestones of the project. Expectations will include reporting and monitoring.

A note on private-sector collaborators: When developing our projects, we engaged the private sector as collaborators, key informants and expert advisors, and they will continue to be involved in implementation. However, we learned that they have limited time available to commit, so we have to use their time strategically. We also know that moving forward they may wish to respond to our challenges and procurement calls. For these reasons, these collaborators participate primarily through our strategic governance tables and engage, as appropriate, through each of our Project Delivery Partners.

Table 5.1: Project delivery partners

Project Delivery Partners	Description	Roles & Responsibilities
10 Carden (10C)	Social innovation agency	Lead/Delivery Agent: Harve\$ Impact Fund project Expert Advisor: social innovation; social enterprise development; social finance
Arrell Food Institute, University of Guelph	Education, research, knowledge mobilization	Co-Lead: New Food Economy Skills and Training project Expert Advisor: agri-food innovation; student collaboration and participation in projects; education and awareness
City of Guelph; County of Wellington	Local government	Co-Lead: Leveraging municipal waste systems and Circular Food Economy Innovation Hub Delivery Agent: project management; engagement; innovation challenge; civic accelerator Expert Advisor: waste diversion, economic development, engagement; intergovernmental relations
Conestoga College	Education, training and applied research	Co-Lead/Delivery Agent: New Food Economy Skills and Training project Expert Advisor: job training, education and awareness
Guelph Chamber of Commerce	Business development	Expert Advisor: business enterprise development
Innovation Guelph	Regional Innovation Centre	Lead/Delivery Agent: Circular Food Economy Innovation Hub

Project Delivery Partners	Description	Roles & Responsibilities
		Expert Advisor: business development and commercialization
Long View Systems	Information tech services & solutions	Expert Advisor: data and technology
Ontario Agri-Food Technologies	Agri-food technology innovation	Expert Advisor: agri-food data & technology innovation; agri-food innovation; vice-chair Transitional Advisory Board
Provision Coalition	National, non-profit organization serving food and beverage companies	Co-Lead: Waste as a Resource projects Delivery Agent: Business Tools & Services project Expert Advisor: business development and waste diversion
The SEED/Guelph Community Health Centre	Food security non-profit	Delivery Agent: demonstration project Expert Advisor: food security innovation, social enterprise development, urban agriculture
Toward Common Ground	Partnership of social and health service organizations	Co-lead: data & technology (Data Utility) Expert Advisor: Information technology & privacy/Nutritious food project
University of Guelph	Canada's Agri-food University	Co-Lead: data & technology (Data Utility) Delivery Agent: Research partnerships in multiple projects Expert Advisor: agri-food innovation, commercialization, business development; student collaboration and participation in projects; job training/education and awareness
Upper Grand District School Board; Wellington Catholic District School Board	Education	Delivery Agent: job training, education and awareness
Waterloo Wellington LHIN	Local health network	Expert Advisor: Research partnerships in multiple projects, food security, health, education and awareness

Project Delivery Partners	Description	Roles & Responsibilities
Wellington-Dufferin-Guelph Public Health	Public health agency	Lead/Delivery Agent: Nutritious food projects Co-Lead: data and technology (Data Utility) Expert Advisor: public health, data, privacy
YMCA-YWCA	Community service organization	Delivery Agent: job training, education and awareness

6.0 Engagement Strategy

6.1 Approach to engaging residents and stakeholders and ensuring buy-in

The City of Guelph, in partnership with the County of Wellington, is recognized nationally and globally for its innovative and inclusive engagement practices. The City of Guelph's Community Engagement Framework (one of the first municipal examples of its kind) clearly sets out policy, practice and guidelines to provide opportunities for residents and stakeholders to participate in making change. This approach, rooted in the [International Association of Public Participation's](#) engagement processes and principles, aims to open up government and enable barrier-free civic participation.

Using a theory of change approach (Chapter 2), we engaged stakeholders to create a shared vision for Our Food Future and ensure broad-based buy-in. This approach helps expose assumptions, reveal differences between stakeholders and build a shared understanding of what we intend to achieve and how to develop the mutually reinforcing activities to achieve it. Ultimately, it will help us align each of the circular food projects with community needs, designing solutions that work for diverse populations and in different contexts across Guelph-Wellington.

6.1.1 Engagement principles

Our mission is to enable everyone to see a role for themselves in this wholesale change initiative. The guiding principles of our engagement and communications strategy are to:

- Use engagement as a tool to promote ownership, shift mindset and behaviour, and create impactful change.
- Ensure everyone can see themselves as supported stakeholders in the initiative.
- Facilitate broader understanding across our communities and beyond through peer-to-peer influence and sharing.
- Enable barrier-free engagement opportunities that support everyone to contribute in each project.
- Continue to activate and grow our network in co-production and co-delivery of solutions.
- Make sense of our collective progress together and report this openly for others to learn.

- Create the systems for effective knowledge transfer between stakeholders to promote continuous and collaborative program innovation and public education.

6.2 Looking back: Insights gained from engagement to date

Over the past six months, we've mapped our network and gained an in-depth understanding of our community and the roles everyone plays.

6.2.1 Stakeholders

To date we've engaged the following diverse groups:

- Residents from 13 distinct urban neighbourhoods and seven towns and townships, representing a diversity of demographics, including age, gender, culture, socioeconomics, levels of food insecurity and more
- Farmers and food producers
- Food businesses and social enterprises
- Business and innovation support organizations
- Funders and investors
- Community collaborators (e.g., Yorklands Green Hub, Guelph & Wellington Task Force for Poverty Elimination, etc.)
- Social service providers and agencies (e.g., YMCA-YWCA, library systems, Guelph Community Health Centre)
- Educational institutions (public and separate schools, universities and colleges)
- National and international innovation institutes and think tanks
- Indigenous leaders and community experts
- Regulators and three levels of government

6.2.2 Engagement tools and activities used to date

To date, we've connected with these groups over the three main phases of our Community Engagement Plan. Phase 1 focused on gathering information and shaping the overall vision. Phase 2 focused on testing models and ideas. Phase 3 focused on defining and piloting the "Be a Food Future Star" public awareness campaign to start promoting Our Food Future more broadly to the community and prompt early commitment to behaviour changes. Our five-year engagement strategy (outlined later in this chapter) will build on these engagement activities.

Phase 1 activities: Baseline, awareness and recruitment

- Coinciding with World Food Day, launched an easy-to-use website (FoodFuture.ca) that provides information about our initiative and served as an entry point for digital engagement.
- Created an interactive digital engagement platform ([Engagement HQ](#)) that enabled stakeholders to share their stories, complete surveys, ask questions and learn how they could get involved. This allowed many people to participate when in-person opportunities were not accessible.
- Created a core group of City, County and community partners to provide oversight (Chapter 5), co-create our theory of change, and help develop project scoping and implementation plans.

- Hosted 34 partner meeting and events, engaging more than 150 highly involved stakeholders.
- Hosted 30+ community outreach events to provide opportunities for rich conversations and information sharing, resulting in more than 2,000 interactions with the broader public.
- Distributed a Food Future quiz designed to confirm community interest, establish a baseline of current knowledge and raise awareness of food system issues.
- Created a communications and engagement toolkit for our advocates and champions to help them promote the initiative and encourage others to participate.
- Coordinated with the communications departments of our many partners to engage with the media to promote positive stories that support the initiative.
- Ran an intensive social, video and print media campaign to raise broad community and stakeholder awareness and invite participation in co-creating Our Food Future. This included:
 - More than 3,275 social media engagements and 500+ followers
 - 12 local newspaper advertisements with weekly readership of 90,000+ people
 - 7,500+ postcards distributed at City/County facilities and events
 - In the County, where residents must pay for the garbage bags used for curbside collection, branded nearly 900,000 garbage bag packages with the Our Food Future initiative and inserted waste reduction tips
 - Twice daily radio ads over a four-week period on three radio stations
 - Key messages displayed on 20 closed-circuit screens at City and County facilities
- Developed plans to survey 600+ rural Wellington County residents to gather feedback around the purchasing, preparation and disposal of food as well as access to local and affordable food.
- Surveyed more than 50 local producers through the Wellington Federation of Agriculture to gather insights related to the overall vision and goal of Our Food Future, including technology and IT needs.
- Surveyed 37 local food and beverage companies to better understand their businesses and identify their current challenges.
- Hosted a Food and Beverage Processors Roundtable with 32 local businesses to discuss needs, identify short-term opportunities and inform longer-term planning.
- Actively engaged with Indigenous representatives and community champions from the Grand River Métis Council, the Mississaugas of the Credit First Nation, local community leaders, and Indigenous study leaders from the University of Guelph and Conestoga College.

Phase 2 activities: Exploration, experimentation and validation

- Piloted a “Circular Food Economy Collision” event, which tested elements of the proposed Circular Food Economy iHub project. This immediately created two new collaborations between a social enterprise and local business.
- Hosted key stakeholders in a value-stream-mapping pilot exercise with the goal of developing a more comprehensive picture of losses across a given value chain. As a

result, a better picture of the value of waste as a resource and potential for interventions and further economic development opportunities could be identified.

- Held an “innovation challenge” as part of the Globe Capital 2019 conference’s [Capital Exchange Cleantech Matchmaking and B2B event](#) — an event that brings together more than 150 investors, cleantech companies, solution providers, government representatives and corporate leaders from across North America.
- Sponsored and presented at the “[Using the Power of Data for Making Food Sustainably](#)” conference, with over 100 attendees
- Presented at Environment and Climate Change Canada’s Workshop on Reducing Food Loss and Waste to 100+ experts from government, industry and not-for-profits about opportunities to measure and reduce food loss and waste across the food supply chain

Phase 3 activities: Champion and action

- Launched a pilot of the **Be a Food Future Star** campaign with several community partners and influencers. Feedback, data and insights from this test phase will be reviewed in mid-2019 and inform the tactical details for a full five-year version of the campaign. The pilot phase features:
 - extensive digital and traditional media activity, featuring local success stories and videos of local circular food economy champions; facts and figures about local food nutrition, access and food waste concerns; and simple tips and advice for families and businesses to begin modifying their behaviours
 - an online “do-it-yourself” public toolkit providing [50 tips for food waste reduction and an action pledge](#)
 - a pop-up Food Future Star pledge station where children and families can obtain Food Future Star decals and pledge to reduce food waste
 - a restaurant-sponsored campaign championing circular food menu items while supporting local food security programs
 - a challenge partnership involving local public and separate school boards to prompt in-class conversations about nutrition and inspire children and their caregivers to reduce food waste at school and at home
 - community events at the YMCA-YWCA and at City and County libraries, where presenters such as key partners, local chefs and subject experts from the University of Guelph shared their insights, expertise and useful tips for families

6.2.3 What the engagement told us

Our engagement revealed Our Food Future’s vision resonates with the Guelph-Wellington community. Ninety per cent of our survey respondents said they were excited to hear about the work and that it was important to think in new ways about food.

We heard very clearly that residents believe in the importance of ensuring everyone has enough nutritious food to eat. On our [online engagement platform](#), we received comments like “For a world in which many people are dying of hunger and we are suffering from a resource shortage, we waste a lot of food.” We also heard that people want to be part of the change and that they see immediate value in working on this shared challenge.

Our business community also saw significant potential in the initiative. In Guelph's recent Community Planning survey, respondents ranked Our Food Future as one of the three biggest opportunities that local businesses can take advantage of.

Meanwhile, the feedback from our stakeholders has been overwhelmingly enthusiastic. The following testimonials are just a few of the many we have received:

"I am proud to be a part of this collaborative process — where leaders in the community are coming together to empower the lives of citizens and businesses"

"As a result of my work on the Smart Cities proposal, I have been more aware of food waste and have consciously changed our family's behaviour to waste less food"

"The Smart Cities challenge has helped to bring together stakeholders across the social, environmental and economic development sectors to truly collaborate like has never been seen before to solve real world problems"

6.2.4 Experienced/expected reactions and approaches for managing potential issues

Our engagement efforts also provided us opportunities to gauge reactions from the community and helped us flag challenges to address as we move forward with our engagement plan. These challenges include:

1. **Not upsetting the apple cart.** Our engagement process must recognize and be respectful of other food-related efforts already underway. If done insensitively, this type of initiative can destabilize community action by upsetting core actors already doing great work.
2. **Recognizing that everyone is a stakeholder.** As a basic and universal need, food affects every member of our community. As such, we need to design an engagement strategy that is as inclusive and extensive as possible.
3. **Recognizing that many of our partners are already working at capacity.** We need to find ways to catalyze transformational change without overwhelming the organizations we work with.
4. **Cutting the "gobbledegook."** Our community events and surveys highlighted the importance of using plain language and finding ways to connect with stakeholders on a human level.

6.3 Looking ahead: Our strategy for the next five years

We have already developed a strong brand and brand narrative for the initiative and have drafted a comprehensive engagement and communications strategy. Over the next five years, we intend to build on those strong foundations as outlined below.

6.3.1 Inclusivity and engagement

Our community is made up of many distinct communities: the City of Guelph with its diverse neighbourhoods, plus the seven member municipalities that make up Wellington County, each with its own municipal administration. We know each one is intimately connected to the food system, but they have different experiences, expectations and roles to play. Our challenge was — and is — to better understand how different communities, organizations and individuals

experience the food system, what parts of the food system they are already working on or want to change, and how they want to work together to make further change.

Fortunately, Guelph-Wellington has strong cultural and historical connections to the food system. Approximately, 7,000 Guelph residents are employed by 1,600+ businesses and entrepreneurs in the agri-innovation sector, and many residents, community organizations, businesses and educational institutions have been working for a long time to ensure good-quality, nutritious food is available to everyone.

Fostering inclusivity in our engagement strategy will involve:

- **Bringing new people to the table** by finding people who haven't been involved in the food system conversation and encouraging them to participate in actions large or small.
- **Bridging urban/rural differences.** Wellington County and the City of Guelph are two very different geographies. The City of Guelph is quite compact and urban in nature. The County is made up of seven towns and townships spread over 2,657 square kilometres. Finding ways to engage with people and bring them together means people power, budget and a lot of creativity.
- **Recognizing that everyone is unique.** Our communities are diverse and changing. Barrier-free engagement — in all its forms — is a key goal and challenge for this initiative. Meeting people “where they are at” is about more than physically going to where they might live, work or gather. It's about inclusive engagement that respects and reflects our differences in culture, language, physical abilities, identity, age, experience and capacity.
- **Celebrating all cultural practices.** We need to ensure we solicit and celebrate the achievements and contributions of diverse cultures in nutrition and waste reduction by partnering with local immigration services and cultural support groups and gathering input through engagement tactics.
- **Speaking their language.** We will produce materials in multiples languages to reach our diverse communities.
- **Building and sustaining strong partnerships with influencers.** Agency and authority with many populations is best established through the organizations and influencers that have already established trust and understand their unique needs.
- **Acknowledging our Indigenous foundations.** The County and the City are located on the ancestral Indigenous lands of the Attawandaron people and the treaty lands and territory of the Mississaugas of the Credit. We recognize our important relationships with our neighbours the Anishinaabe, Haudenosaunee and Métis communities. Through Our Food Future, we have an important opportunity to engage in active listening with our Indigenous residents and neighbours and draw on their long-standing traditions of environmental stewardship and land-based learning. We recognize that engagement between settler communities and Indigenous peoples must be authentic, respectful and grounded in mutual trust and open-mindedness. For further details, see Chapter 9.

To help drive system-level change, we plan to involve a wide variety of residents and stakeholders over the next five years, including:

- Truth-tellers and those with lived experience who can ground theory in reality and share foundational wisdom not bound by organizations, technical disciplines and hierarchy.
- Problem solvers and innovators who bring world-class technical experience and knowledge in circular economies, food systems and waste innovation.
- Champions, volunteers and community leaders who are passionate about creating change, as well as early adopters who have the ability to inspire others to action.
- Connectors and influencers who can help to activate and animate the conversation across the community, across Canada and around the world.

6.3.2 Key engagement tools and tactics to ensure high levels of sustained engagement

Behavioural Insights Program

Some of the projects within this initiative focus on shifting behaviours in the community (for example, reducing food waste or making healthier food choices). To do that, we will be drawing on the extensive expertise and experience of international Behavioural Insights Teams (from the U.K. and within the Canadian federal government).

We plan to follow the TESTS methodology (Target, Explore, Solution, Trial and Scale). This tried-and-true framework will involve developing, refining and testing five behavioural interventions (or “nudges”) based on in-depth research and the latest behavioural science literature.

Digital governance and engagement gateway

This tool will build on the [digital Engagement HQ platform](#) that we launched in phase 1. The digital governance and engagement platform will be integrated with social media to facilitate dynamic participation, leveraging social currency, information sharing and learning. This will be a key vehicle to promote our initiative and get feedback, facilitating two-way communication between project teams and the broader community. It will also facilitate better information flow, collaboration, efficiencies and co-production across the governance structure.

The platform will enable:

- A Digital Panel of residents that will serve as a core part of our governance structure, representing our communities and the diversity within it. In addition to guiding the overall direction of the broader initiative, they will provide insight on individual solutions and help us better understand community need and behaviours.
- Virtual community activators (Our Food Future champions who are social media influencers, complemented by bots) to animate the digital space, promote and build a base of influencers and champions.
- Opportunities to build community, such as the ability to create and find in-person food-related meetups, events and learning labs.
- Co-production functionality that supports task, meeting and document management and workflow to enable the core teams and committees to work collaboratively and connect easily/transparently with the community.
- Gamification functionality to incentivize broad community participation and behaviour changes across the projects.

- Surveys, polls, forums, discussions, storytelling and commenting tools, geospatial mapping and real-time data tracking of activities, attitudes, behaviours and more.
- Data integration with the Data Collaboration Platform (Chapter 4) to support solution development and testing.

Audience: Project teams, workstream leads and participants, Guelph-Wellington residents, community partners, local and global businesses, academic institutions, think tanks, food producers, farmers, social entrepreneurs, investors, other levels of government

“Reimagine Food” Campaign (Project 7)

With Our Food Future’s public awareness campaign, we created our identifiable brand and strived to educate Guelph-Wellington residents on the costs of food waste, to increase demand for the products of a circular economy and to build stronger relationships between producers and consumers. It developed a baseline of community knowledge and information with all stakeholders for the entire initiative.

As part of the third phase of our engagement strategy, the Our Food Future Star campaign focused more explicitly on general public awareness and outreach activities related to the key themes of nutrition and food waste, resulting in a shift in behavioural change.

Over the past six months, this campaign has proved to be a successful strategy with a strong, well-known brand. We will continue to evolve this campaign throughout the initiative as both an engagement tactic and a behaviour change strategy.

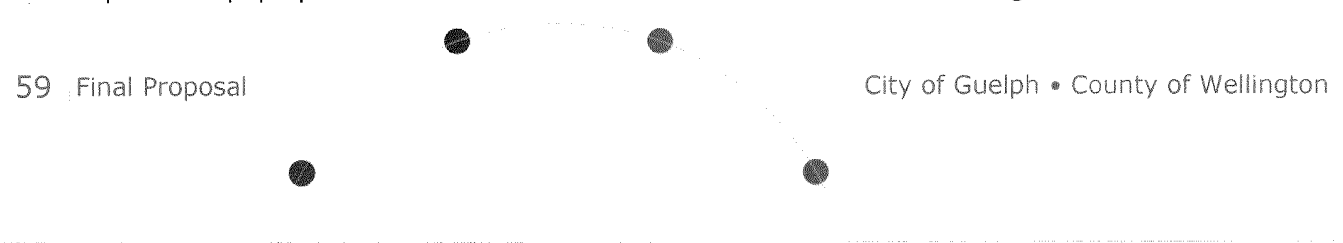
Moving forward, drawing on data and insights from the digital governance and engagement gateway and from field research studies, this Reimagine Food campaign will:

- Mobilize solutions and interventions that drive behaviour change.
- Probe current behaviours and barriers to change and share this input to support each project and lead effective change.
- Encourage residents and stakeholders to reduce waste in the food system, improve nutrition, support broader community health and get involved in food system solutions.
- Deploy, measure and adjust communication channels to encourage change.
- Integrate with the digital governance and engagement gateway as well as in-person activities.
- Include new innovative in-person and digital features to mobilize knowledge from each project to support community and business behaviour change.
- Use behavioural insights methodology to evolve the campaign over the five years (through behaviour mapping, intervention design, rapid testing and iteration).

Audience: Guelph-Wellington residents and food businesses involved in the food system

Experiential pop-up stations

Building on our “pop-up” successes over the past six months, we will take our engagement on the road to help us reach residents and stakeholders from across our rural and urban landscape. These pop-up stations will also serve as a mini “user research and testing labs,”



where project teams can connect with residents directly to gain insights, promote dialogue and test concepts and prototypes. They will also provide opportunities for education and awareness. Pop-up station venues include schools, community kitchens, community association events, public spaces, business forums, trade events, investor events and collision events.

Audience: Guelph-Wellington residents, students, businesses, partner organizations

Community Activator Program

If community is to fully engage with this initiative, they must see themselves represented in the work. To achieve this, we will recruit, train and mobilize a team of community activators who will conduct in-person and digital outreach. This program will:

- Build our base of champions and influencers involved in outreach and engagement across our communities
- Help facilitate and cultivate strong partnerships with local and global influencers and agents of change to support a full community approach to awareness
- Enable us to conduct “in-the-field” research and engagement
- Support learning and awareness.

Audience: Guelph-Wellington residents, partners and community groups

Annual community “change makers” events

These annual events will serve to celebrate and recognize our progress, allow us to check in on the “health” of our network and identify future opportunities for the initiative. These events will also feature a virtual global element, allowing circular food economy partners, think tanks, business leaders and representatives from other cities from around the world to participate.

Audience: Guelph-Wellington partners, community groups and international collaborators

Ongoing engagement and communications evaluation

Throughout the course of this initiative, we will be tracking and measuring the impact of our engagement and communications strategy, making course corrections along the way as needed. These evaluation activities include:

- Two community surveys and focus groups in years two and five
- Ongoing partnership “health” evaluations, using online and in-person methods to evaluate governance efficacy and assess if the initiative is meeting its engagement and communications goals

Engagement with newcomers

Engaging newcomers is especially important because the population of culturally diverse groups in Canada is expected to increase in the coming years. By 2034, immigration will account for 100 per cent of the country’s population growth, and economic sustainability, especially in rural areas, will depend on newcomers. Currently, the County of Wellington is investing heavily to attract and retain newcomers to the region.

Our Food Future's newcomers pilot will lay a solid foundation for culturally appropriate food production in the region. Working with the University of Guelph, this project aims to build capacity for culturally appropriate food production, distribution and consumption within identified communities, while meeting a diverse range of food needs.

The project will leverage existing partnerships and relationships to identify the food needs of new Canadians in one of Guelph's lower-income neighbourhoods, grow this food on the University of Guelph urban farm, and provide farming skills to newcomer women and youth (Chapter 9). As a result, this population will have access to nutritious, culturally appropriate food that might not otherwise be available or affordable. We intend to scale up the project to address other identified areas of food insecurity and transfer ownership and autonomy to those communities via collaborative skill-sharing and apprenticeships.

6.4 Risks and mitigation strategies

We have identified the following potential risks and barriers that might prevent broad engagement, as well as the mitigation strategies we will use to address them:

Risk: Lack of technology, resources and internet access makes it difficult to engage rural residents.

Mitigation strategies:

- Improve internet access in rural areas through the Southwestern Integrated Fibre Technology (SWIFT) Network (a \$197,880,000 investment by the federal and provincial governments and the County of Wellington aimed at building a high-speed fibre optic network across southwestern Ontario).
- Continue to diversify marketing and outreach initiatives utilizing tried-and-true methods (e.g., local newspapers, radio, community networks, farmers' associations, etc.).
- Investigate subsidizing Wi-Fi hotspots for key contributors and digital panel members.
- Bring our outreach activities to central locations where people are already gathering.

Risk: The diversity of our Guelph-Wellington communities means that not all communities will have the same resources or local amenities.

Mitigation strategies:

- Offer materials that are accessible and in multiple languages.
- Incorporate applicable auto-translate functions on our digital platform.
- Leverage our Community Activator Program to help to create a network that is inclusive of the diversity that exists in our community.
- Involve our accessibility committees to ensure that solutions are responsive to differing needs and abilities.
- Reduce barriers to event participation by providing honorarium payments, childcare, transport options and lunch vouchers where required.
- Regularly engage and inform our core governmental partners to ensure broad and successful outreach and engagement.
- Engage each member municipality regularly to ensure that rural needs are met.

- Leverage the outreach elements that some of our projects include. For example, the iHub project aims to support and facilitate business supports to newcomers and immigrants, women and marginalized groups in an effort to create new circular food businesses and supports. By working with key partner organizations such as Immigrant Services, Local Immigration Partnership, 10C, The Seed, and the Guelph Community Health Centre, we will help connect these groups to the project.

Risk: Not all residents will automatically buy into the Our Food Future initiative due to limited resources, lack of interest and general fatigue towards community projects.

Mitigation strategies:

- Provide a range of opportunities (from big to small) to help engage all audiences.
- Ensure our activities build upon community interest.
- Steward and support changes the community has validated.
- Stagger engagement through a “drip” method that combines periods of activity with periods of “downtime” to limit audience fatigue.
- Make Our Food Future compelling by leveraging a strong visual brand, succinct messaging and community celebration stories.

Risk: Gathering and sharing information and input from the community is essential but can also create privacy concerns.

Mitigation strategies:

- Employ technical safeguards within our data-collaboration system that are designed to protect privacy (Chapter 7).
- Employ procedural measures and training to ensure sensitive and personal information is protected (Chapter 7).

7.0 Data and Privacy

7.1 How we plan to manage data

We believe that establishing a system of public data collection and use that is sustainable and participatory is a key step in building a healthy, circular digital economy. To do that, we need a robust data management plan.

A “classic” data governance model is designed for a closed system: a company, an organization, a government agency. As a result, the model focuses on data access: which department is allowed to access what data, and when. In contrast, Our Food Future will embrace an open system that interconnects public and private systems and stakeholders.

By establishing an open system, we will enable the collection and sharing of data from a variety of local independent sources including food production, grocery store purchases, food waste and health indicators. By combining and sharing this data across a variety of community partners, we will enable the community to design interventions specific to the local community or neighbourhood. For example, if data in one neighborhood shows health indicators that are lower than the norm, we will identify this as a specific challenge in that community. We will

enable our social innovators to look at the availability of healthy nutritious food and the local shopping patterns. We can then design, develop and test interventions specific to that community, rather than trying to address problems at a macro level.

Similarly, if our data shows that food waste levels are above average in a specific neighbourhood, we can challenge the community to develop interventions in that community to reduce or reuse those food products. One possible outcome could be a local pickup service that ensures that all healthy, nutritious food in that neighbourhood is collected and donated to a community partner like The Seed.

An open approach to data creates new opportunities and new challenges: combining datasets enables new inferences, but it also demands rules about who can build and use these inferences. This is relatively untrodden ground, not only in terms of the innovative uses of data and technology, but more importantly in designing civic engagement models, public-private partnership infrastructure and meaningful tools for values-based digital governance. There is a spectrum of approaches to building data governance mechanisms for smart cities and very little consensus on best practice.

Guelph-Wellington's approach is to start from an open platform, invest in data lifecycle management that deepens and broadens awareness, and build engagement processes to govern the transition as it evolves. Our data management plan therefore involves several components:

- Establish a Data Utility
- Engage our community
- Start with "safer" data
- Develop policies through use cases
- Progress to well-defined test projects and products/services

7.1.1 Establish a Data Utility

We plan to develop a public Data Utility, similar in concept of public utilities that provide core infrastructure services, such as electricity and water. The concept of a Data Utility is gaining momentum around the world as more cities recognize the critical nature data represents in effective community engagement. A Data Utility will become a critical infrastructure service, responsible to support the requirements of the residents of Guelph-Wellington on an open and secure manner.

However, providing secure, transparent access to data is only half of the role of the Data Utility. Equally important is integrating it with a solution/application development platform that will enable an innovation ecosystem for value-added services to be developed and monetized (Chapter 4).

The Guelph-Wellington Data Utility will be operated as a public trust, designed and governed according to the core proposition that access to public data is a service provided to the community to enable engagement, transparency, value creation and ongoing improvements in services. This will require the implementation of strict governance and security measures,

aligned to the requirements of the individual data sources and designed for reliability and resilience.

7.1.2 Engage our community

We will focus the first steps of our smart city data governance process by engaging the public in answering some foundational questions.

Year one will involve extensive work with the public and stakeholders. This will include a communications strategy to share how the City and County are proceeding with our data management plan. At the same time, we will very intentionally demonstrate a commitment to conservatism and caution around data relating to residents, building on the trusted stewardship relationship between residents and local governments.

We will also convene discussions with the community about the use of personal data, building out from “privacy by design” principles. We will approach these engagements from a human rights approach and include conversations about consent, agency, control, accountability, recourse for resolving issues and more. Engagement tools such as [Pol.is](#) (used frequently in Taiwan) or [Decidim](#) (from Barcelona) can help support broad public participation in these discussions.

Meanwhile, we will develop an inclusive, legally significant process for hearing, handling and responding to any disputes from stakeholders or community members who challenge the Data Utility’s decisions to grant or deny access to data, or to allow or deny specific uses of data.

Through the public engagement process, we will seek to answer the following questions:

- Who are potential stakeholders? Who is entitled to benefit from the Data Utility?
- How can new stakeholders be on-boarded?
- What responsibilities should a Data Utility start with? How can stakeholders provide advice on and modify those responsibilities?
- How does a utility stay informed about the needs of its stakeholders and continue to balance those needs against each other? Are there possible conflicts of interest between a utility and stakeholders?
- How can a community decide on rules for good data governance?
- What conflicts might stakeholders and the utility encounter?

Given the intention to build open-source infrastructure, it’s particularly important not to tightly define the platform or approach too early in this initiative. Ongoing engagement with the community of users around the tools they use will be critical.

7.1.3 Start with “safer” data

We recognize there are big questions about data, sovereignty, power, security, consent, agency and more — and no one has definitive answers. So how do we move forward when best practices are still unclear?

Across the projects in Our Food Future, common types of data include: administrative data (data describing assets and related information, including budgets), geospatial data (data

describing locations), personally identifiable information (data about people and their behaviours) and statistical and survey data (data collected for research or other purposes).

A significant amount of the datasets associated with agricultural and circular economies are publicly available, limiting individual risks and creating a clear supply chain of value. Other data collected in our projects relate to the categorization and location of assets. Our approach will prioritize the collection and use of these “safer” types of data so we can begin experimenting as quickly as possible.

7.1.4 Develop policies through use cases

We will start by identifying and prioritizing core use cases, where the Data Utility can provide sustainable value propositions to advance the circular economy. As part of our governance work, we’ll catalogue issues and considerations related to particular data types and usage. As we work through cases, we’ll create an assessment framework to support the onboarding process for the data related to new projects.

Creating a practical set of uses cases will allow recipients to go from the abstract concept of data to tangible examples of possible future uses. It will also help Guelph-Wellington attain public buy-in or social licence, which is critical to nurturing a supportive innovation ecosystem. Finally, it will create an environment where it is possible to say “no” to certain uses of data or to reserve decisions for future consideration.

By mapping requirements, market opportunities and research priorities, Guelph-Wellington’s Data Utility model will take a lean, iterative approach to developing circular economy use cases.

7.1.5 Progress to well-defined test projects and products/services

Next, we will identify small and focused test projects with clearly defined deliverables to work on with local businesses. These projects may help identify collaborative opportunities with other stakeholders and municipalities, driving the development of new hardware and software solutions.

7.2 Key milestones in our data management plan

Year one: Complete the data and privacy framework

- Establish a transitional Data Utility governance structure
- Hold public learning labs and stakeholder engagement sessions
- Create a “sandbox” environment to develop and test the Data Collaboration Platform
- Produce a dedicated innovation strategy that will explore, among other ideas, a patent collective
- Produce a Data Utility Governance Framework & Operating Model V.1
- Procure for the development of the Data Collaboration Platform V.1

Year one will involve setting up stakeholder groups to meet on a recurring basis, as well as an ongoing series of public events, both traditional and exploratory. For many people with limited knowledge of data governance issues, public participation in the topic remains highly inaccessible and challenging. In addition, those with expertise often crowd out those new to the space, creating an environment that makes learning difficult.

To address this dynamic, Guelph-Wellington will create a series of multi-disciplinary engagement approaches, in partnership with the public library, neighbourhood associations, community centres and other venues, bringing the conversation to places where residents naturally gather.

Using a range of available data and adding a few new sources, we will also begin to develop the Data Collaboration Platform that will underpin our Data Utility (Chapter 4). This process will follow a co-design model, engaging users from the beginning and exploring ideas through a mix of the iHub collision model, experiential pop-up stations, other events and internal use cases.

The Canadian Open Data Exchange (ODX) will provide in-depth expertise, taking practical use cases into production environments. This will help us create a hands-on innovation space for data businesses and also for a range of businesses that lack organized infrastructure or staff capacity to engage deeply on data.

In addition, we will have discussions about how the Data Utility will benefit the City and County internally. We will also invite a range of policy experts to participate in a full-day workshop to inform a draft innovation strategy, the output of which will be shared through ongoing public consultation for input and revision.

Smart City initiatives that utilize IoT data derived from public spaces inevitably bump up against the issue of rights and responsibilities in the use of personal/public data. The first deep engagement work on integrating personal data into the utility will happen with Wellington-Dufferin-Guelph Public Health — our initial personal data project. Drawing on their expertise and excellence in data stewardship, the test cases will help begin to shape policy for how, where and why de-identified personal data might exist in the utility framework. The Office of the Information and Privacy Commissioner of Ontario will continue to be an important key informant and collaborator on this initiative. Additional partners include the University of Guelph and our municipal information and privacy staff.

Finally, the open-source nature of the platform will encourage a small but growing set of software entrepreneurs to build and support the infrastructure.

Year two: Launch the Data Utility as a functional community service

- Data as a service is functional
- Publish and implement personal data project findings
- Produce Data Utility Governance Framework & Operating Model V.2
- Implement innovation strategy
- Procure for the development of the Data Collaboration Platform V.2
- Launch patent collective, if stakeholders are amenable to the idea

Year two will see the evolution of the stakeholder engagement work as it begins to develop into a more formal data governance structure.

The personal data project will have completed its first phase of reporting, which will include risk assessments, possible approaches, and consultation with a range of policy stakeholders (legal, privacy, economic development, human rights, etc.).

Around the world, a cross-sectoral policy approach to data management is beginning to accelerate, and we expect some degree of consensus will emerge from the next wave of research and global case studies. We will incorporate into our utility model:

- Any such emerging best practices
- The results of our personal data project
- Ethical guidelines used in academic institutions for experiments involving human subjects
- Learnings from the stakeholder engagement process

Work done in year one will inform the procurement process for the development of the Data Collaboration Platform. This work includes creating a feature list and requirements backlog that details the desired functionality of the system. Breaking our system needs into smaller components will enable us to procure and test pieces of the platform at a smaller scale.

Years three to five: Establish and share templates and best practices guides for other communities and achieve network maturity

As the model matures, community engagement and participatory governance will continue. We will also define operational metrics for the evolving development of systems.

Meanwhile, once the Data Utility and governance models are fully operational and stable, we will look at the best ways to share our infrastructure and insights with other cities globally — from the software code to the human resources support model to the successes and challenges of our public engagement process. A range of tools, code, documents and processes will also be made as openly available as possible online, allowing others to borrow from and revise them. It will also include contact information for Guelph-Wellington staff who can help interpret or apply the resources.

This library will be a place for sharing and interacting with other municipalities — across Canada and globally — and perhaps convening a community of practice for others that have adopted the data utility model locally. This can also be done through national networks of cities, such as the [Federation of Canadian Municipalities](#), [ICLEI](#) (Local Governments for Sustainability), and through the [Municipal Innovation Exchange](#), etc. These tools will help municipalities as they work together on issues such as climate change, resiliency planning and food.

7.3 Governance, ownership and control

Our data governance approach starts with our partners, whose backgrounds come from civic engagement, open data, open-source technology, law and governance. Guelph-Wellington will ensure that the Data Utility's governance, revenue model development and ongoing business architecture are transparent to the public. Meanwhile, given the crucial technical aspects of this infrastructure, the budget will include paid staff, as experience in other cities has revealed the limitations of relying on volunteers.

As with all digitally enabled projects, the Data Utility will need to develop a core set of value propositions, a legal personality and transaction infrastructure, and a sustainable revenue

model. These are foundational considerations, and the expectation is that the public engagement process will also contribute to identifying additional issues.

7.3.1 Core value propositions

To build a healthy ecosystem, our data governance program requires a core set of functions:

- **Rules and standards.** Establishing the norms, standards and templates for how parties share data, value and risk; under what conditions; and to what end.
- **Implementation and enforcement.** A set of practical, core functions that can range from building partnerships to monitoring data-sharing supply chains to enforcing agreements.
- **Dispute resolution.** Every system makes mistakes, and so it needs a mechanism to handle errors and adapt accordingly.

The Data Utility is designed to foster an innovation ecosystem and drive transformative change across the entire circular economy. A critical component of establishing sustainable foundations for those trust relationships will be transparently defining and enforcing a set of relationship standards and templates.

7.3.2 Legal personality and transaction infrastructure

One of the primary outputs of the public engagement and governance processes will be a set of requirements that help define legal approaches to anchoring the utility's innovation. At a minimum, we recognize that it will need at least three levels of legal infrastructure:

1. **Incorporation model for the utility and governance model.** As demonstrated by the competing proposals for data governance in Toronto, there are advantages and drawbacks to building a new institution, to nesting the utility in trusted institutions like libraries or statistical agencies, or to designing new institutional housing for the legal architecture. We will invest in public education and engagement that identifies the best approach for the Data Utility.
2. **Procurement of data and technology services.** Current leading models of procurement, such as the City of Barcelona's, guarantee access to raw data and other rights related to usage and license. We will create procurement checklist based on Barcelona's model, adapting it to reflect local and federal laws, policies around purchasing, and other relevant factors such as open standards, open source, privacy and security. We will also leverage the expertise of other municipalities that already have established open-source ecosystems, such as Montreal.
3. **Data and derivative product licensing to third parties.** The Data Utility design will be similar to a clearinghouse, brokering licences between data holders and data processors. Guelph-Wellington will empower the Data Utility's governance to define a broad range of data licence terms and conditions, which contemplate reuse conditions, competitive use restrictions, re-contribution requirements and a range of other approaches to maximizing public value.

7.3.3 Sustainable revenue model

We recognize that revenue involves deeply political and ethical decisions, and we are committed to ensuring that the Data Utility develops positive, transparent and fair revenue opportunities. Guelph-Wellington will co-design the initial revenue structures through engagement with a range of stakeholders. The following potential revenue models will be explored:

- Tax supported — The government finances the Data Utility from public revenue sources (e.g., integrated into other municipal tax streams)
- Rated — The government hosts the Data Utility and charges transaction costs from users, similar to fees for identification, visas and public services such as water (e.g., PayPal's transaction fee model)
- Public/private partnership — A private sector group hosts the Data Utility, with public support and conditions, similar to public universities, service delivery businesses and utilities.
- Privately subsidized/owned — A private entity hosts the Data Utility, which it provides to the public as a service, similar to publicly funded health research or Wikipedia.

7.4 Consent

One of the biggest challenges facing current data governance models is the issue of informed consent. There are so many different and evolving ways data can be used that it is difficult to keep track of both complicated terms of service and open-ended licensing, where anyone can use the data for any purposes.

This type of open licensing has created a lopsided power dynamic, where the person or entity generating the data may lose control or sight of how it is being used. Once this happens, it's very difficult to provide informed consent. That is why one of our core focuses will be to communicate details about usage in very granular and specific ways with all the parties involved in any data transaction. As noted above, we will use the City of Barcelona's model as a starting point.

7.5 Accessible, interoperable and open-data approaches

Participants need to be confident that their data remains their own and that if they wish to withdraw from the Data Utility, there will be no proprietary vendor lock-in to prevent them from doing so. As we describe in detail in Chapter 4, our Data Collaboration Platform will be based on open-source/open-systems technology to avoid any risk of lock-in.

7.6 Open and big data strategies to ensure transferability and replicability

By building a healthy, sustainable, circular digital economy through open and inclusive governance, we are creating a stable foundation and replicable model for smart cities across the world. Ultimately, the Data Utility service can be scaled well beyond Our Food Future, and through this expansion the value of the aggregate data pool will continue to grow. In addition, the Data Utility concept can be replicated in other communities across the country, helping them to recognize the value of secure, open collaboration within their local data landscape.

To facilitate transferability and replicability, we are committed to using open-source/open-systems technology, such as the Data Collaboration Platform (Chapter 4), and publishing materials (engagement strategies, case uses, etc.) for use or adaption by others.

7.7 Data governance risks and mitigation

Stakeholder challenges — Stakeholders or members of the public could challenge the Data Utility's decisions to grant or deny access to data, or to allow or deny specific uses of data. To mitigate this threat, we will develop an inclusive, legally significant process for hearing, handling and responding to disputes.

Breach — The Data Utility's data may fall into the wrong hands, or a controversial stakeholder may gain access to data against the protests of other stakeholders. To mitigate this threat, we will use industry standard protocols such as privacy risk assessments (PIAs) and threat risk assessments (TRAs).

Poor data quality — The datasets the Data Utility connects to may be of variable quality, and data consumers may not have equal ability to identify and correct for low-quality data. To address this issue, we will draw on the experience of our partners, the work of municipalities/governments on enabling the public to address open data catalogue deficiencies, and experts such as ODX.

7.8 How we plan to address privacy and security issues

As we move into the implementation phase, we are aware that our data governance systems require appropriate facilities to govern potentially sensitive and commercially valuable data and must comply with relevant legislation. The following sections and our attached Preliminary Rationale Analysis (PRA) describe our approach to these issues.

7.8.1 Preliminary Rationale Analysis

Although detailed data requirements of this initiative have not yet been identified, personal information (PI) will likely be involved in the access to nutritious foods stream (data from public health studies) and the value from waste stream (waste bin RFID data from the City of Guelph). We have therefore developed a Preliminary Rationale Analysis. This PRA has been reviewed by the Office of the Information and Privacy Commissioner of Ontario, and the feedback they provided has been incorporated into the current version.

7.8.2 Data plan compliance with PIPEDA, FIPPA, MFIPPA and PHIPA

The key pieces of privacy legislation we'll need to comply with are:

- **The Personal Information Protection and Electronic Documents Act (PIPEDA)**, the federal privacy law for private-sector organizations
- **Ontario's Freedom of Information and Protection of Privacy Act (FIPPA)**, which provides a right of access to information from institutions and also provides a right to protection of personal information
- **Ontario's Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)**, which applies to local government institutions, including municipalities, school boards, and boards of health

- Ontario's **Personal Health Information Protection Act (PHIPA)**, which sets out rules for the collection, use and disclosure of personal health information

As we note in our PRA, each partner will sign a data-sharing agreement that clearly sets out the legal authorities for the collection, use and disclosure and the authorized purposes and parties, as well as breach reporting processes. Where disclosure of PI is permitted and necessary, the partners will be held to the legislated requirements of FIPPA, MFIPPA, PHIPA and PIPEDA and a signed data-sharing agreement. Training will be provided on legislation, policies and procedures for any organizations (such as local businesses or community agencies) that do not already have an established privacy program or who are not already subject to legislative requirements under FIPPA, MFIPPA, PHIPA or PIPEDA.

7.8.3 Data collection, generation, analysis, storage and transmission

The Data Utility will exist as a professionally managed data collaboration platform. A data collaboration platform enables interconnections between data providers and data consumers through standardized, open protocols. It does not copy data to a central location; the data will always remain within the control of the data provider. These data providers have the required data lifecycle management, security and privacy protocols in place in relation to their data holdings. Data Utility users will be able to transparently access data according to permissions they are granted by the data providers.

7.8.4 Integration of security and privacy into project design

The Data Utility will develop a set of security policies, standards and procedures to ensure the security and reliability of the service. These policies, standards and procedures will be developed in compliance with best practices established by ITIL (Information Technology Infrastructure Library) and COBIT (Control Objectives for Information and Related Technology), as well as the security standards established by NIST (National Institute of Standards and Technology).

Furthermore, the Data Utility will complete and publish the results of a SSAE18 SOC 2 audit on an annual basis to support full transparency. The SSAE18 SOC 2 audit focuses on a business's non-financial controls as they relate to security, availability, processing integrity, confidentiality and the privacy of a system.

7.8.5 Data minimization and de-identification

Our principle will be to de-identify data wherever possible, as we describe in our attached PRA.

7.9 Privacy and security risks and mitigation

There is a risk of de-identification or data displaying trends/patterns that are not apparent in individual datasets. This can be mitigated through review and approval processes prior to sharing data on the data-sharing platform and by ensuring adequate de-identification under the supervision of a de-identification expert and in consultation with the Ontario Information and Privacy Commissioner.

Cybersecurity is an issue of concern to all levels of government and to corporations worldwide. We expect to learn from emerging best practices and to seek advice from our Expert Panel.

8.0 Financial

The City of Guelph and its partners have prepared detailed project budgets to deliver on the vision of a circular food economy. Further details are available in the budget worksheets.

- Smart Cities Office — \$4,206,500
 - Governance, Implementation and Reporting
 - Performance Measures: Evaluation Framework
 - Engagement Strategy
 - Data & Technology Strategy
- Nutritious Foods Workstream — \$2,197,230
 - Asset and Behaviour Mapping
 - Food Security and Health Action Plan
- Circular Businesses and Collaborations— \$7,037,201
 - CFE Innovation Hub (iHub)
 - Harve\$t Fund Ecosystem
 - Harve\$t Fund Demonstration Project

Waste as a Resource Workstream — \$3,315,000

- Business Tools and Services
- Circular Carbon Credits
- Circularity in Municipal Waste Systems

The Excel budget spreadsheets (attached as a separate file) are organized as follows:

- Page 1 – Overall Budget Summary
- Pages 2 to 4 – Smart Cities Office - Budget Summary (All Funding Sources)
- Pages 5 to 6 – Smart Cities Office Budget – Funding Pending Other Sources (title highlighted in yellow)
- Pages 7 to 8 – Smart Cities Office Budget – In-Kind Contributions (title highlighted in green)
- Pages 9 to 10 – Smart Cities Office Budget – Challenge Request (title highlighted in blue)
- Pages 11 to 12 – Nutritious Foods – Budget Summary (All Funding Sources)
- Pages 13 to 14 – Nutritious Foods – Funding Pending Other Sources (title highlighted in yellow)
- Pages 15 to 16 – Nutritious Foods – In-Kind Contributions (title highlighted in green)
- Pages 17 to 18 – Nutritious Foods – Challenge Request (title highlighted in blue)
- Pages 19 to 21 – Circular Businesses and Collaborations (All Funding Sources)
- Pages 22 to 24 – Circular Businesses and Collaborations – Funding Pending Other Sources (title highlighted in yellow)
- Pages 25 to 27 – Circular Businesses and Collaborations – In-Kind Contributions (title highlighted in green)

- Pages 28 to 30 – Circular Businesses and Collaborations – Challenge Request (title highlighted in blue)
- Pages 31 to 33 – Waste as a Resource (All Funding Sources)
- Pages 34 to 35 – Waste as a Resource – Funding Pending Other Sources (title highlighted in yellow)
- Pages 36 to 37 – Waste as a Resource – In-Kind Contributions (title highlighted in green)
- Pages 38 to 39 – Waste as a Resource – Challenge Request (title highlighted in blue)
- Pages 26 to 28 – Circular Businesses and Collaborations – In-Kind Contributions (title highlighted in green)
- Pages 29 to 31 – Circular Businesses and Collaborations – Challenge Request (title highlighted in blue)
- Pages 32 to 34 – Waste as a Resource (All Funding Sources)
- Pages 35 to 36 – Waste as a Resource – Funding Pending Other Sources (title highlighted in yellow)
- Pages 37 to 38 – Waste as a Resource – In-Kind Contributions (title highlighted in green)
- Pages 39 to 40 – Waste as a Resource – Challenge Request (title highlighted in blue)

Note – Project 5 (New Food Economy Skills and Training) is being delivered in kind, while Project 7 (“Reimage Food” Awareness Campaign) is embedded in the Engagement Strategy.

Funding for the technology strategy, including challenges, pilots, proofs of concept and development of technology is embedded in the Pathfinder Projects and in the Data & Technology strategy. The total budget for the delivery of all initiatives is \$16,755,931.

Proposed funding includes:

- In-kind contributions of \$4,008,375
- Smart Cities grant funding of \$9,999,893
- Application and receipt of pending Fed Dev Ontario funding of \$2,747,663

The project budgets have been structured to ensure successful delivery of all initiatives using only Smart Cities Challenge grant funding and in-kind contributions. INFC Challenge funds will be used to leverage both public-sector and private-sector funding to increase the breadth and scale of the projects and to create long-term sustainability for the work.

We are starting this work by looking at the ongoing sustainability of the Our Food Future Smart City initiative. While this is a five-year initiative, we have scoped the projects such that incremental staff funding is heavily loaded into the early years and then largely eliminated at the end of year four. Creating change of this scale requires people with the specific knowledge and skills to design and execute these Pathfinder projects, alongside data and technology experts, while continuing to engage our residents. By year five of this initiative, we expect that the results of our system-level and project-level interventions will have been “proven out” and can be regularized into the operational delivery systems of each of our partners and collaborators, and that circular economy principles will be embedded in their work. At the municipal level, for example, our economic development, waste management, IT departments,

etc., would have integrated the benefits of this work into their delivery systems, policies and infrastructure.

8.1 Comprehensive budget with detailed breakdown of projected revenues and expenses
We have categorized standard financial cost categories in accordance with definitions typically used in project budgeting (salaries, travel, materials, and supplies, etc.) as provided by INFC.

- Hard costs typically refer to cost of physical construction including labour, materials, fixed equipment, etc.
- Soft costs typically refer to fees, insurance, permits, taxes, certification, movable equipment, etc.
- Direct costs typically refer to costs that relate directly to the project.
- Indirect costs typically refer to costs that go beyond the expenses associated with the particular project such as overhead, management, day-to-day operations of the organization, etc.

Accordingly, Smart Cities Office staff is categorized as an indirect cost, while all other staff will be considered direct costs.

8.2 Methods, sources and assumptions

Each of the project budgets were developed by a leadership team of Project Delivery Partners, along with municipal staff, data and technology subject matter experts, and consultants with a range of sectoral knowledge. The methodologies used to establish costs within the project budgets included:

- Building labour expense budgets based on the proposed staffing and comparable existing positions within various organizations
- Drawing on the knowledge of subject matter experts in the fields of information technology, solid waste, carbon credits, project management, engagement, marketing, social services and economic development
- Identifying total hours required by deliverable/initiative
- Historical information on the delivery of projects similar in size and complexity

8.3 Contributions from other sources and approach to leveraging revenues

8.3.1 In-kind contributions

In addition to the funding received from Infrastructure Canada, the City of Guelph and its partners have committed in-kind contributions to ensure successful delivery of the initiatives.

As outlined in the budget details, in-kind support totals over \$4M, while in-kind supports as identified through the Letters of Support — not included in the budget details — total \$2.8 M; this includes a significant in-kind contribution from the partnership between the Helderleigh Family Food Literacy Research program and the Guelph Family Health Study, which will study correlations between food literacy levels and dietary intake.

8.3.2 Leveraging other government funding

A Fed Dev Ontario grant application is currently under development (to be submitted March/19) to seek funding in the amount \$2,747,663 under the Community Economic

Development and Diversification (CEDD) pillar to augment Smart Cities and in-kind funding. This funding will be used to expand the scale and capacity of the Circular Jobs & Business Workstream projects (CFE iHUB & the HarveSt Impact Fund), along with our data and technology strategy.

Additional applications are nearing completion to meeting the Province's April 5 deadline for submission to the Canadian Agricultural Partnership (the Partnership) program. Funding will also be sought from the City of Guelph's Efficiency, Innovation and Opportunity Fund Reserve, at up to \$100,000/year for a total of up to \$500,000.

8.3.3 Leveraging private-sector funding

When we are successful in receiving the INFC Challenge Funding, we are poised to begin private-sector fundraising efforts. We have purposefully chosen to fully develop our vision with our community and stakeholders and to define the projects before seeking private-sector partnerships, sponsorships and funding contributions.

We plan to develop a **Private-Sector Partnership Sponsorship Prospectus**, outlining the opportunities for participating in each of our projects. Collaborators such as the Circular Economy Leadership Coalition, whose members include Unilever Canada, IKEA Canada, Loblaw Companies Limited, Walmart Canada and NEI Investments LP, have committed to assist with fundraising efforts (see Letters of Support in Appendix A).

In addition, preliminary surveys, interviews and letters of support from venture capital funds such as Umai Global, Yield Labs and Highline BETA indicate that the HarveSt Impact Fund & Financing Ecosystem approach will enable us to leverage additional funds to support ongoing sustainability.

8.4 Financial tools and accounting methodologies

The City of Guelph currently utilizes JD Edwards (JDE) software for recording all financial transactions of the corporation. All expenses and revenues related to the Smart Cities initiatives will be recorded in JDE.

The City of Guelph will maintain separate record and documentation for the grant funding and keep all records, including invoices, statements, receipts and vouchers in respect of funds expended on eligible project costs.

All financial data will be prepared in accordance with generally accepted accounting principles (GAAP) in effect in Ontario. GAAP will include, without limitation, those principles approved or recommended for local governments from time to time by the Public Sector Account Board or the Canadian Institute of Chartered Accountants or any successor institute, applied on a consistent basis.

In addition, an annual external audit is conducted on the consolidated financial statements of the City of Guelph. The audit is planned and performed to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

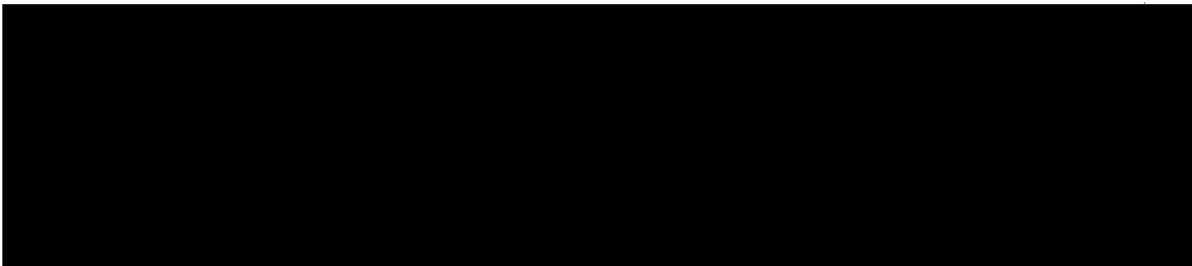
8.5 Identification of risks and development of appropriate mitigation strategies

According to the governance structure established for Our Food Future (Chapter 5), quarterly financial reporting will be provided to the steering committee as part of a comprehensive status report.

Upon approval of the Smart Cities funding, project budgets will be refined to allow quarterly variance reporting. This reporting will include the following metrics:

- Life-to-date expenses
- Commitment
- Life-to-date budget
- Variance

Any variance between the planned and actual expenses will be flagged for review by the steering committee and an action plan will be immediately developed and implemented to bring the expenditures back in line with the budget plan.



A more detailed breakdown is provided below.

8.6.1 Secretariat/Advisory Council

In formalizing our approach for the application phase of our initiative, we designed a secretariat governance structure that consists of a transitional advisory board, a steering committee and workstream tables (Chapter 5). As proposed in our preliminary application, funds were allocated to this function.

Table 8.1: Secretariat/Advisory Council spending

Activity	INFC finalist funds allocated
Transitional Advisory Board Prep As a component of our comprehensive governance strategy detailed in Chapter 5, we commissioned an external expert firm to assist in the execution of our Transitional Advisory Board. Functions included detailing terms of reference, eliciting experts from the business sector and formalizing agenda planning.	\$35,000
Collision/challenge events As described in the Case study: Collision Lab Prototype (Section 1.6), we provided support to host collision/challenge events to engage the business community in developing solutions to identified challenges.	\$5,000
Video production In the absence of internal capacity to produce a video as required for the application, we contracted services based on approved procurement practices, hiring a local company for this task.	\$10,000
Application preparation In accordance with approved procurement practices, the City of Guelph and County of Wellington contracted with an external agency to assist with the editing of our Smart Cities application.	\$25,000
Subtotal	\$75,000

8.6.2 Public engagement strategy

Given the significance of engagement and expectations to identify clear benefits to residents and businesses, we implemented an extensive engagement/communications strategy, which included the production of materials, implementation strategies and support for stakeholders and businesses. As proposed in our preliminary application, \$50,000 was allocated to this function.

Table 8.2: Public Engagement Strategy spending

Activity	INFC finalist funds allocated
Engagement, marketing and materials As articulated in Chapter 6, these included: <ul style="list-style-type: none"> an easy-to-use website (FoodFuture.ca) that provides information about our initiative and served as an entry point for digital engagement an interactive digital engagement platform (Engagement HQ) that enabled stakeholders to share their stories, complete surveys, ask questions and learn how they could get involved a communications and engagement toolkit for our advocates and champions to help them promote the initiative and encourage others to participate a series of materials to support our initiative, including booklets, postcards and display boards/banners 	\$50,000
Subtotal	\$50,000

8.6.3 Community partnerships/demonstration projects

In our initial application, we envisioned utilizing funds for

- the establishment of project charters and a performance measurement management strategy
- asset and behaviour mapping

Over the course of the finalist phase, our thinking evolved. To ensure the replicability and scalability of Our Food Future, we utilized funds to develop and enhance aspects of the proposal, including commissioning experts to draft concept papers that will be catalogued within a playbook — a collection of guidelines and strategies, tactics and milestones, lessons learned and best practices for communities, across Canada and internationally, to create their own smart city. Additionally, we sponsored a Circular Food Economy challenge at the Globe Capital — Capital Exchange event.

Table 8.3: Community Partnerships/Demonstration Project spending

Activity	INFC finalist funds allocated
Data governance/privacy	\$15,000
Commissioned an external expert to write a concept paper on this topic.	
Social impact funding and industry engagement	\$11,000

Commissioned an external expert to write a concept paper on this topic.	
<p>Theory of change</p> <p>Commissioned an expert to facilitate extensive discussions with our steering committee and workstream tables to establish a logic model for Our Food Future.</p>	\$31,000
<p>Circular Food Economy Innovation Hub (iHub)</p> <p>Commissioned an expert to develop plans for the iHub, including plans for a challenge process specific to the Circular Food Economy.</p>	\$15,000
<p>Collision space</p> <p>Commissioned a report to identify processes and test and socialize the collision space concept with the business community.</p>	\$7,000
<p>Central Innovation Hub business case</p> <p>Released a Request for Qualification to develop a business case to determine the feasibility of a physical location for a central innovation hub in Guelph's downtown core.</p>	\$10,000
<p>Business and stakeholder support, including</p> <ul style="list-style-type: none"> • funding to small and medium enterprises involved in the Canadian Centre for Food Integrity and Provision Coalition's program, supported by the Walmart Foundation, to tackle food loss and waste in Canadian manufacturing facilities and raise awareness of the issue • sponsorship for the "Using the Power of Data for Making Food Sustainable" Conference • Supporting the attendance of one of our non-profit partners to attend the "Migrants, #MeToo, and Melting Icecaps...Redefining Banking for a Radically Different Future" conference 	\$30,000
<p>Globe Capital — Capital Exchange Sponsorship</p> <p>Sponsored this exclusive cleantech matchmaking and investor event and introduced our Circular Food Economy challenge.</p>	\$6,000
Subtotal	\$125,000

9.0 Implementation phase requirements

9.1 Duty to consult with Indigenous groups and modern treaty obligations

Acknowledging our Indigenous foundations. The County and the City are located on the ancestral Indigenous lands of the Attawandaron people and the treaty lands and territory of the Mississaugas of the Credit. The County and the City recognize our important relationships with our neighbours the Anishinaabe, Haudenosaunee and Métis communities. We recognize the specific treaty areas covered within Guelph and Wellington, namely, Treaty 3: Between the Lakes Purchases, Treaty 4: Crown Grant to the Six Nations or Haldimand Tract, Treaty 29: Huron Tract Purchase, Treaty 19: Ajetance Purchase, and Treaty 45 ½: Saugeen Tract Purchase.

As described in Chapter 6, engagement is a key part of Our Food Future — engagement that includes actively listening to Indigenous residents and neighbours. The long-standing traditions of stewardship of the land, including soils, water, plants, and animals, will form a foundation of respect for the management of natural resources.

We need to think of engagement as a process rather than a single act. The role of engagement is to improve the decision-making processes, promote understanding of the issues at hand, propel reconciliation into action and strengthen relationships. Indigenous perspectives add value in a number of ways, including providing new approaches from their cultural perspective, identifying pitfalls or gaps in current thinking and raising issues not previously considered.

In order to ensure that consultation is genuine and meaningful, the process must involve gathering information to test policy proposals, putting forward proposals that are not yet finalized, seeking Indigenous stakeholder opinion on those proposals, informing Indigenous stakeholders of relevant information upon which those proposals are based, listening with an open mind to what Indigenous stakeholders have to say, being prepared to alter the original proposal and providing feedback both during the engagement process and after the decision process. There are number of values that must underpin engagement, including mutual respect, reconciliation, collaboration, effective working partnerships, reciprocity, reliability and relationships.

As a good governance practice, the City of Guelph is developing a Notification Protocol for the purpose of engaging with Indigenous groups. The aim of the Protocol will be to move the City further along the path to reconciliation by providing City staff with guidelines on the appropriate processes for providing Indigenous groups with notification when City policies, issues and engineering, planning and environmental services projects have the potential to impact upon Indigenous groups in the Guelph area.

9.2 Community Employment Benefit (CEB)

We have identified three target groups, with a specific focus on women and youth in each, that will benefit from Our Food Future:

- newcomers (specifically women and youth)
- small and medium enterprises (SMEs)
- social enterprises

9.2.1 Newcomers

With a diverse economy of small, medium and large commercial, industrial and service organizations, as well as government and educational institutions, Guelph-Wellington attracts new Canadians as well as migrants from across the province and country.

Our Newcomer pilot targets new Canadians in the north end of Guelph, one of the city's most ethnically diverse neighbourhoods and one of its poorest. As noted in Chapter 6, we will identify the food needs of this group, grow this food on the University of Guelph urban farm, and provide farming skills to newcomer women and youth. As a result, this population will have access to nutritious, culturally appropriate food that might not otherwise be available or affordable.

How they will benefit

This project will increase food security in the North Guelph area, creating greater access to produce (foods not as readily available through food banks). It will also increase access to ethnic and culturally specific foodstuffs that are either difficult to find or unaffordable.

Via the On-Farm Apprenticeships each summer, we will teach students, with a focus on girls in grades 5 and 6 from new Canadian families how to grow food in this climate, building capacity within this demographic.

Some of food they grow will help support the neighbourhood breakfast club and teen drop-in events, while another portion will be sold at the local community centre. These apprentices, in turn, will support and teach participants in the local community garden program how to get good yields; how to make soil out of compost; how to harvest, prepare and foods so that there is produce year-round; and how to save seed.

Collecting, managing and tracking data

We will collect the following data:

- Hours worked by our on-farm apprentices
- The number of people using the Food Bank during the growing season
- The change in demand for certain Food Bank items
- The changes in the cost of running the Breakfast Program and Community Garden

We will also survey our target group prior to the launch of the pilot (early April 2019).

Reporting

We will report our progress in meeting these CEB targets in accordance with federal and provincial reporting requirements.

9.2.2 Small and medium businesses and social enterprises

Our CFE iHub will contribute to the creation of companies, collaborations and technologies that represent the greatest social and economic value in the context of the circular food economy. Many of these will be small and medium businesses and social enterprises (with focus on not-for-profit, BCorp and Indigenous-led enterprises).

Through the development of the CFE iHub, our goal is to create high value and impact for all companies and collaborations, ensuring that each is properly capitalized to realize its full potential for impact and/or economic value.

Across sectors and within vertical markets, the CFE iHub will jump-start organizations on a one-on-one basis and provide support on challenges and opportunities. Among other things, we will help small and medium businesses:

- generate ideas
- discuss challenges and surface solutions
- strengthen and accelerate projects

This will also help develop new procurement processes, sharing research, challenges, opportunities as well as outcomes.

Small and medium businesses and social enterprises will also benefit from our Harve\$t Impact Project. This circular fund and finance ecosystem can be used as a mechanism to ensure that a range of businesses develop, social goals are supported and measured and successes are expanded upon. The ideal end result of this work is a healthy stream of projects with clear paths to appropriate funding and financing. Impact results from projects will attract more funding and generate further impacts.

The first demonstration project funded through the Impact Fund will create new social enterprises that offer employment opportunities for youth not currently in employment, education or training.

Collecting, managing and tracking data

Data will be collected through our procurement agreements as well as through our performance measurement strategy (Chapter 2), which includes tracking outputs related to participation and engagement in the iHub and the Harve\$t Fund. Tracking who is engaged, by organizational type, will allow us to assess whether our CEB targets are being met and where more targeted outreach is needed.

Our focus on B-Corps adds a secondary emphasis on Community Employment Benefits, since the B-Corp certification process requires demonstration of hiring and procurement policies that provide greater opportunities for under-represented groups. As well, the Harve\$t Fund platform includes the development of an Impact Assessment that will track each fundee's contribution to economic, social and environmental good. Data will be managed through our technology platform (Chapter 4).

Reporting

We will report our progress in meeting these CEB targets in accordance with federal and provincial reporting requirements.

9.3 Climate Lens Assessment (CLA)

The primary focus of Our Food Future is not climate change adaptation, resilience, disaster mitigation or a reduction in GHG emissions. As such, it does not require a Climate Lens Assessment per s.1.3 of Climate Lens – General Guidance.

However, we do note that Our Food Future will create a number of climate-related benefits, such as:

- Reducing transport-related carbon emissions by increasing access to local food
- Reducing methane emissions in landfill by increasing organic waste diversion
- Increasing resilience to climate change by strengthening local food production
- Increasing renewable energy options by transforming “waste” byproducts into renewable natural gas

Furthermore, our initiative aligns with City of Guelph sustainability goals in the following ways:

- The City of Guelph’s Community Energy Initiative (CEI) contains ideas and initiatives to make changes to the way we produce and consume energy resulting in:
 - Reduced energy costs
 - A strong local economy
 - A resilient and healthy community
 - A more prosperous, sustainable, and equitable future

The CEI gave rise to the establishment of a community-based Task Force called “Our Energy Guelph” (OEG) in 2016. OEG has recommended that Guelph become a net zero carbon community by 2050. This target is aligned with community vision, provincial planning timelines and emerging international trends in target setting, providing the shared sense of responsibility across government and community required for positive change.

Our Food Future contributes significantly to achieving this community vision by facilitating food waste reduction and thus reducing the GHG created by food waste consigned to landfill. In addition, converting food waste into biomass energy or alternate energy fuels will limit the need for other energy sources that produce GHG emissions. These initiatives will greatly enhance the community’s local economy, reduce energy costs, build a more resilient and healthy community, and ultimately provide a more prosperous, sustainable and equitable future.

Appendix A: Letters of Support

The table below summarizes our letters of support. The letters themselves will be sent as a separate attachment.

Sector	Contribution	Impact
Agri-Foods <ul style="list-style-type: none"> • Canadian Agri-Food Policy Institute • Precision Strategic Solutions • Provision Coalition • Umai • Wellington Brewery 	<p><u>Pre-Application:</u></p> <p>Leadership support, knowledge and staff expertise during application development. Although the value of this support is difficult to quantify, over 50 hours in staff resources from each key partner was devoted to attend Steering Committee, Joint Workstream meetings, and sub-committee meetings. In addition, staff time from individual organizations was contributed outside of meetings</p> <p><u>Post-Application (Next 5 Years):</u></p> <p>In-kind contribution accumulated value of \$121,000</p>	<p>Our initiative will expand the networking opportunities with other companies to share best practices for reducing food waste. It will support processors and manufacturers understanding of the true cost and value of preventing avoidable food waste in operations.</p>

Sector	Contribution	Impact
Business Services <ul style="list-style-type: none"> • Alectra Inc. • Biomimicry • Centre Wellington Chamber of Commerce • Circular economy Leadership Coalition • CFDC – Wellington Waterloo • Highline Beta • ICLEI (Local Governments for Sustainability) • Innovation Guelph • Long View • MaRS • Ontario Agri-Foods Technology • Public Sector Network • Toronto Board of Trade • Workforce Planning Board 	<p><u>Pre-Application:</u></p> <p>Leadership support, knowledge and staff expertise during application development. Although the value of this support is difficult to quantify, over 50 hours in staff resources from each key partner was devoted to attend Steering Committee, Joint Workstream meetings, and sub-committee meetings. In addition, staff time from individual organizations was contributed outside of meetings</p> <p><u>Post-Application (Next 5 Years):</u></p> <p>In-kind contribution accumulated value of \$65,000</p>	<p>Our initiative will promote business growth that supports environmental sustainability. It will build opportunities for collaborations between policy makers and corporates including building networks of partners interested in achieving ambitious smart cities visions, strategies and goals.</p>

Sector	Contribution	Impact
Community <ul style="list-style-type: none"> • 10 Carden (10C) • Business Centre Guelph-Wellington • Guelph Community Health Centre • Food 4Kids Guelph • Guelph Neighbourhood Support Coalition • Helderleigh Foundation • Public Health Ontario (PHO) • Second Harvest Food Rescue • TasteReal • Toward Common Ground • Wellington-Dufferin Guelph Public Health • YMCA-YWCA Guelph • Yorklands Green Hub 	<p><u>Pre-Application:</u></p> <p>Leadership support, knowledge and staff expertise during application development. Although the value of this support is difficult to quantify, over 50 hours in staff resources from each key partner was devoted to attend Steering Committee, Joint Workstream meetings, and sub-committee meetings. In addition, staff time from individual organizations was contributed outside of meetings</p> <p><u>Post-Application (Next 5 Years):</u></p> <p>In-kind contribution accumulated value of \$1,476,200.</p>	<p>Our initiative will support circular food endeavours of local organizations that will contribute to educating consumers on living healthy, yet affordable, lifestyles. This will be achieved, in part, through the development and sharing of tools to improve health outcomes. In addition, it will provide a larger network to share information and practices across jurisdictions.</p>

Sector	Contribution	Impact
Institution (Research & Education) <ul style="list-style-type: none"> • Arrell Food Institute • Conestoga College • Guelph Family Health Team • IDEO • Smart Prosperity Institute • University of Guelph • Upper Grand District School Board • Wellington Catholic District School Board 	<p><u>Pre-Application:</u></p> <p>Leadership support and knowledge and staff expertise during the development of the application. Although the value of this support is difficult to quantify, over 50 hours in staff resources from each key partner was devoted to attend Steering Committee, Joint Workstream meetings, and sub-committee meetings. In addition, staff time from individual organizations was contributed outside of meetings</p> <p><u>Post-Application (Next 5 Years):</u></p> <p>In-kind contribution accumulated value of \$1,179,000</p>	<p>The project will enable data and research to be conducted on food behaviours that can be carefully shared with other researchers. This data and subsequent analysis can help inform researchers and policy makers in the development of education programs, policy, and health care programs that will support healthy lifestyles. This will contribute significantly to incorporating healthy living practices within the education system.</p>
Government <ul style="list-style-type: none"> • County of Wellington • Queensland, Australia – Guelph's Sister City • Waterloo Wellington LHIN 	<p><u>Pre-Application:</u></p> <p>Leadership support, knowledge and staff expertise during application development. Although the value of this support is difficult to quantify, over 50 hours in staff resources from each key partner was devoted to attend Steering Committee, Joint Workstream meetings, and sub-committee meetings. In addition, staff time from individual organizations was contributed outside of meetings</p> <p><u>Post-Application (Next 5 Years):</u></p> <p>In-kind contribution accumulated value of \$6,000</p>	<p>The information gathered from the research and program development undertaken by the various sectors will inform governments and health networks in the creation of new government programs and supports that will foster healthier communities. The new technologies will enable governments to share data, research, and other best practices on a larger scale for quicker dissemination of information.</p>

Smart Cities Budget Summary

Budget Item	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Smart Cities Office	971,500	1,021,500	1,006,500	1,006,500	200,500	4,206,500
Nutritious Foods	422,046	427,046	572,046	572,046	204,046	2,197,230
Circular Businesses and Collaborations	1,209,651	1,676,700	1,664,700	1,386,200	1,099,950	7,037,201
Waste as a Resource	1,320,000	785,000	575,000	440,000	195,000	3,315,000
Grand Total	3,923,197	3,910,246	3,818,246	3,404,746	1,699,496	16,755,931

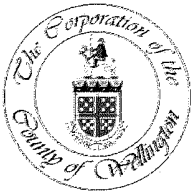
Summary by Funding Source and Year	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Pending	308,163	555,350	545,850	538,350	799,950	2,747,663
In-Kind	1,123,175	703,800	813,800	753,800	613,800	4,008,375
Challenge Request	2,491,859	2,651,096	2,458,596	2,112,596	285,746	9,999,893
Grand Total	3,923,197	3,910,246	3,818,246	3,404,746	1,699,496	16,755,931

Five (5) Year Summary

Pending	2,747,663
In-Kind	4,008,375
Challenge Request	9,999,893
Grand Total	16,755,931

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are withheld
pursuant to paragraph
13(1)(d)
of the *Access to Information Act***

**La/les page(s) 105 à 142
Font l'objet d'une exception totale
conformément aux dispositions de paragraphe
13(1)(d)
de la *loi sur l'accès à l'information***



City of Guelph – County of Wellington Smart Cities Application - Video

LINK:

<https://tivolifilms.wetransfer.com/downloads/b290de7199816757e7a14acfb8b9a1ac20190305212502/68028cf14d68d4ce9083dc5dd4f2688320190305212502/9793e4>

Our Food Future Final Proposal — Long-text descriptions

Tables

Table 1.1 Progress on impact goal 1: Increase access to affordable, nutritious food by 50%

Table showing Goal 1 projects and details about the progress to date.

Table 1.2 Progress on impact goal 2: Create 50 new circular businesses and collaborations

Table showing Goal 2 projects and details about the progress to date.

Table 1.3 Impact goal 3: Increase circular revenues by 50 percent by unlocking the value of “waste”

Table showing Goal 3 projects and details about the progress to date.

Table 2.1 Smart Cities Office — immediate and intermediate outcomes

Table showing performance measurement details related to the Smart Cities Office, including activity areas, outputs, immediate outcomes intermediate outcomes, indicators, methods and data sources.

Table 2.2 Increased accessibility of affordable, nutritious food — immediate and intermediate outcomes

Table showing performance measurement details related to Goal 1, including activity areas, outputs, immediate outcomes intermediate outcomes, indicators, methods and data sources.

Table 2.3 Increased availability of affordable, nutritious food — long-term outcome

Table showing performance measurement details related to Goal 1, including long-term outcome, indicators, methods and data-sources.

Table 2.4 New circular businesses and collaborations — immediate and intermediate outcomes

Table showing performance measurement details related to Goal 2, including activity areas, outputs, immediate outcomes intermediate outcomes, indicators, methods and data sources.

Table 2.5 New circular businesses and collaborations — long-term outcome

Table showing performance measurement details related to Goal 2, including long-term outcome, indicators, methods and data-sources.

Table 2.6 Increase circular economic revenue — immediate and intermediate outcomes

Table showing performance measurement details related to Goal 3, including activity areas, outputs, immediate outcomes intermediate outcomes, indicators, methods and data sources.

Table 2.7 New circular economic revenue — long-term outcome

Table showing performance measurement details related to Goal 3, including long-term outcome, indicators, methods and data-sources.

Table 2.8 Nutritious Foods milestones

Table showing milestones for projects related to the Nutritious Foods goal, broken down by year and quarter.

Table 2.9 Circular Businesses and Collaborations milestones

Table showing milestones for projects related to the Circular Businesses and Collaborations goal, broken down by year and quarter.

Table 2.10 Waste as Resource milestones

Table showing milestones for projects related to the Waste as Resource goal, broken down by year and quarter.

Table 2.11 Monitoring & evaluation timelines

Table showing milestones related to monitoring and evaluation, broken down by year and quarter.

Table 3.1 Smart Cities Office

Table showing project management details related to the Smart Cities office, including project names, scope, timelines, key deliverables, resource requirements and key stakeholders.

Table 3.2 Asset and Behaviour Mapping

Table showing project management details related to the Asset and Behaviour Mapping project, including timelines, key deliverables, resource requirements and key stakeholders.

Table 3.3 Circular Food Security & Health Action Plan

Table showing project management details related to the Circular Food Security & Health Action Plan project, including timelines, key deliverables, resource requirements and key stakeholders.

Table 3.4 Circular Food Economy Innovation Hub

Table showing project management details related to the Circular Food Economy Innovation Hub project, including timelines, key deliverables, resource requirements and key stakeholders.

Table 3.5 Harve\$t Impact Fund

Table showing project management details related to the Harve\$t Impact Fund project, including timelines, key deliverables, resource requirements and key stakeholders.

Table 3.6 New Food Economy Skills & Training

Table showing project management details related to the New Food Economy Skills & Training project, including timelines, key deliverables, resource requirements and key stakeholders.

Table 3.7 Business Tools & Services

Table showing project management details related to the Business Tools & Services project, including timelines, key deliverables, resource requirements and key stakeholders.

Table 3.8 Circular Carbon Credits

Table showing project management details related to the Circular Carbon Credits project, including timelines, key deliverables, resource requirements and key stakeholders.

Table 3.9 Circular Municipal Waste Systems

Table showing project management details related to the Circular Municipal Waste Systems project, including timelines, key deliverables, resource requirements and key stakeholders.

Table 5.1: Project delivery partners

Table showing the names of project delivery partners, descriptions about them and their roles and responsibilities.

Table 8.1: Secretariat/Advisory Council spending

Table showing the amounts of INFC finalist funds spent on different activities related to the Secretariat/Advisory Council.

Table 8.2: Public Engagement Strategy spending

Table showing the amounts of INFC finalist funds spent on activities related to public engagement.

Table 8.3: Community Partnerships/Demonstration Project spending

Table showing the amounts of INFC finalist funds spent on activities related to community partnerships and demonstration projects.

Figures

Figure 2.1 Theory of Change

Diagram summarizing the key components of the Our Food Future initiative's Theory of Change.

Under the title "Enabling Conditions and Values," is a list that includes relationships and collaboration, education and capacity building, shared data and mapping, resource integration, adaptive leadership, measurement and strategic learning, focus on community engagement, focus on technology and data, focus on new business models, focus on regulatory policy, focus on social innovation, integrity and dignity, and excellence and inclusion.

Under the title "Our Projects" is a list of the three key goals, which include nutritious foods, circular jobs and business and waste as a resource. Each of the nine projects are also include, which are asset and behaviour mapping, circular action plan, circular food economy lab, impact fund, new food economy skills and training, business tools and services, re-imagine food awareness campaign, circular carbon credits, and value mapping.

Under the title "Purpose," the text reads "a circular food system benefits communities in three critical ways." For people, it leads to increased access to nutritious food, improved food security, and reduced diet-related disease. For the planet, it leads to restored soil health, reduced amount of food thrown away, and lower greenhouse gas emissions. For prosperity, it

leads to new revenue streams, jobs and business innovation opportunities, reduced production and healthcare costs, and increased resilience of the food system.

The center of the diagram shows a series of statements connected to each of the three goals. For nutritious foods, if we create the conditions for an innovative and equitable food sector, leveraging and connecting assets, engaging the community and building education and awareness, we expect people to be more empowered and to increase access to affordable, health food.

For circular jobs and business, if we create the conditions for existing business and startups to innovate and engage in a circular food economy by providing education and awareness utilizing tools and resources, accessing funding and incubating business ideas and new technology, we expect change in existing business practices, new and more sustainable start-ups and the creation of innovative products and solutions.

For waste as a resource, if we shift stakeholders' understanding, trust, value and practices to align with a circular food economy, we expect investment in research, greater prevention of food waste and development of new food systems, greater utilization of wasted food by businesses and consumers and greater citizen engagement and support.

Encircling these statements are icons representing the various stakeholders and other aspects of a circular food economy such as data, nutritious food and community space, with arrows connecting them. Together, they lead to achieving the overall vision, stated in a box that says "so that by 2025, we can deliver our goals of 50% increase in access to affordable nutritious food, 50 new circular economy businesses and collaborations and 50% increase in circular economic revenue by recognizing the value of waste."

Figure 4.1: Circular Food Economy Roadmap

A diagram showing what key milestones will be achieved throughout the four phases of developing the Circular Food Economy. The diagram is divided into four categories, which include increase access to local food by 50%, increase economic revenue by 50%, 50 new circular businesses and underpinning technologies. In phase 1, the milestones listed are Concierge and Data Collaboration Platform. In phase 2, the milestones listed are mapping regional food assets and behaviours, social currency, establishing a circular food economy lab, developing and sharing circular business tools and services, and launching a "Re-imagine Food" awareness campaign. In phase 3, the milestones listed are creating a circular action plan, machine learning tools coordinating an impact fund, and increasing the circularity of carbon offsets. In phase 4, the milestones listed include fostering new food economy skills and training, and mapping the value of food-by-products.


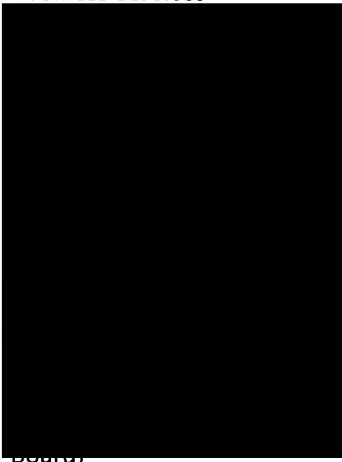
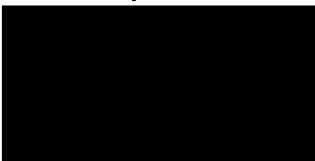
Figure 4.2: Data Collaboration Platform

Diagram showing the interconnected components of a data collaboration platform. These components include economic data, agri-food data, environment data, and health and social data. An application platform is also connected to the data collaboration platform, with value-added apps, third party platforms and mobile apps connected to the application platform.

Figure 5.1: Our Food Future Governance Model

Diagram illustrating the Our Food Future governance model. At the center is the Smart Cities Office, under which are three interconnected Workstream Tables. Below the workstream tables is the Community Steering Table. The Circular Food Economy Expert Panel is also connected to the Smart Cities Office, as is the City/County Advisory Board of Management, which is connected to City/County Councils.

Appendix A: Letters of Support and Partnership Contributions

Sector	Contribution	Impact
Agri-Foods 	<u>Pre-Application</u> Leadership support and knowledge and staff expertise during the development of the application. Although the value of this support is difficult to quantify, over 50 hours in staff resources from each key partner was devoted to attend Steering Committee, Joint Workstream meetings, and sub-committee meetings. In addition, staff time from individual organizations was contributed outside of meetings <u>Post-Application (Next 5 Years)</u> In-kind contribution accumulated value of \$121,000	The Circular Food Economy will expand the networking opportunities with other companies to share best practices for reducing food waste. It will support processors and manufacturers understand the true cost and value of preventing avoidable food waste in operations.
Business Services 	<u>Pre-Application</u> Leadership support and knowledge and staff expertise during the development of the application. Although the value of this support is difficult to quantify, over 50 hours in staff resources from each key partner was devoted to attend Steering Committee, Joint Workstream meetings, and sub-committee meetings. In addition, staff time from individual organizations was contributed outside of meetings <u>Post-Application (Next 5 Years)</u> In-kind contribution accumulated value of \$65,000. Fundraising support	The Circular Food Economy will promote business growth that supports environmental sustainability. It will build opportunities for collaborations between policy makers and corporates including building networks of partners interested in achieving ambitious smart cities visions, strategies and goals.
Community 	<u>Pre-Application</u> Leadership support and knowledge and staff expertise during the development of the application. Although the value of this support is difficult to quantify, over 50 hours in staff resources from each key partner was devoted to attend Steering Committee, Joint Workstream meetings,	The project will support circular food endeavours of local organizations that will contribute to educating consumers on living healthy, yet affordable, lifestyles that is affordable. This will be achieved, in part, through the development and sharing of tools to improve health outcomes.

Appendix A: Letters of Support and Partnership Contributions


Sector	Contribution	Impact
	and sub-committee meetings. In addition, staff time from individual organizations was contributed outside of meetings	In addition, it will provide a larger network to share information and practices across jurisdictions that will help in diverting food waste from landfills.
	<u>Post-Application (Next 5 Years)</u> In-kind contribution accumulated value of \$1,476,200.	
Institution (Research & Education)	<u>Pre-Application</u> Leadership support and knowledge and staff expertise during the development of the application. Although the value of this support is difficult to quantify, over 50 hours in staff resources from each key partner was devoted to attend Steering Committee, Joint Workstream meetings, and sub-committee meetings. In addition, staff time from individual organizations was contributed outside of meetings	The project will enable data and research to be conducted on food behaviours that can be carefully shared with other researchers. This data and subsequent analysis can help inform researchers and policy makers in the development of education programs, policy, and health care programs that will support healthy lifestyles. This will contribute significantly to incorporating healthy living practices within the education system.
	<u>Post-Application (Next 5 Years)</u> In-kind contribution accumulated value of \$1,179,000	
Government	<u>Pre-Application</u> Leadership support and knowledge and staff expertise during the development of the application. Although the value of this support is difficult to quantify, over 50 hours in staff resources from each key partner was devoted to attend Steering Committee, Joint Workstream meetings, and sub-committee meetings. In addition, staff time from individual organizations was contributed outside of meetings	The information gathered from the research and program development undertaken by the various sectors will inform governments and health networks in the creation of new government programs and supports that will foster healthier communities. The new technologies will enable governments to share data, research, and other best practices on a larger scale for quicker dissemination of information.
	<u>Post-Application (Next 5 Years)</u> In-kind contribution accumulated value of \$6,000	

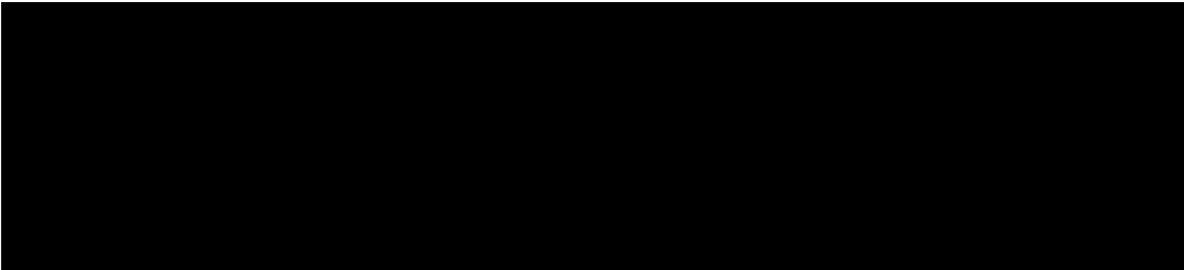
15 January, 2019


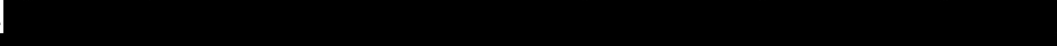
City of Guelph-County of Wellington Smart Cities Initiative
Derrick Thomson
Office of the Chief Administrative Officer
City of Guelph
1 Carden St.
Guelph, ON N1H 3A1


RE: Letter of Support for Canada's First Circular Food Economy – The City of Guelph and County of Wellington's Final Smart Cities Application

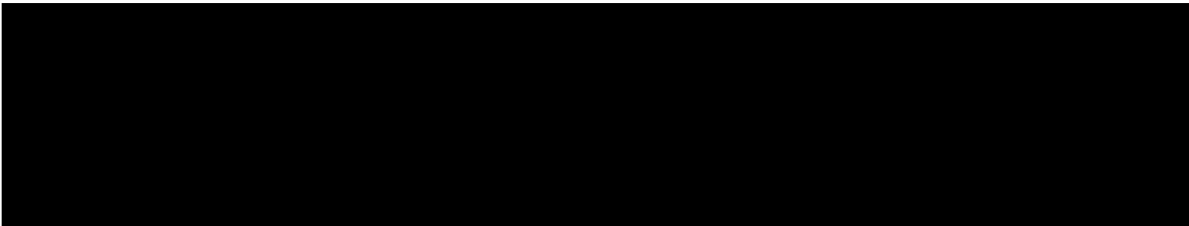
Dear Mr. Thomson,


We  are delighted to provide this letter of support for the City of Guelph and County of Wellington circular food economy Smart Cities application. The City of Guelph and the County of Wellington have set ambitious targets to increase access to affordable nutritious food by 50%, create 50 new opportunities for circular business and collaborations, and increase circular economic revenue by 50% by recognizing the value of waste. In turn, the 50x50x50 by 2025 goals present an exciting opportunity to develop Canada's first circular food economy.




 is particularly focussed on sustainable and clean growth in the agriculture and agri-food sector. 

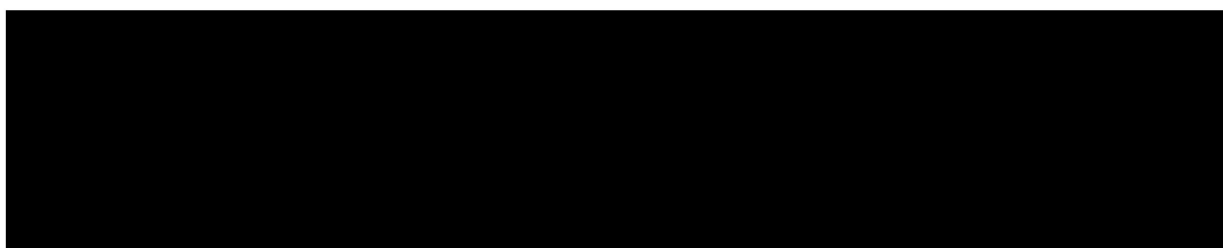
 The City of Guelph and the County of Wellington circular food economy Smart Cities project would provide a platform to discuss food waste and the benefits of a circular food economy and would also enable further discussions and research focussed on sustainable and quality growth in the Canadian agriculture and agri-food sector.






 is not able to specify our financial and in-kind commitments at this time. However, as an organization that has significant involvement in activities related to the Smart Cities project, we believe we are well-positioned to engage in an initiative that promises to address compelling issues facing our company and others in the City of Guelph and County of Wellington.

Sincerely,





ATIA - 13(1)(d)

ATIA - 19(1)

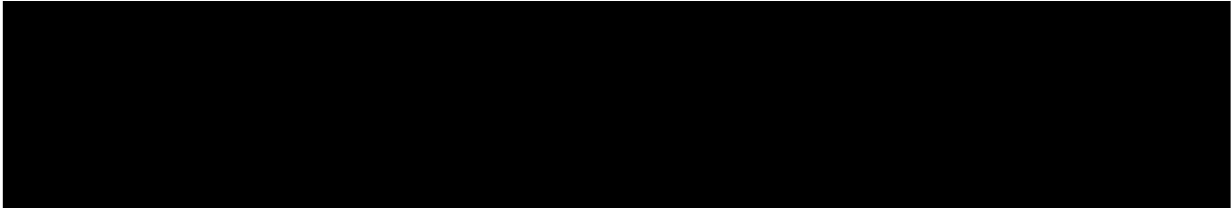
27 January 2019

City of Guelph-County of Wellington Smart Cities Initiative
Derrick Thomson
Office of the Chief Administrative Officer
City of Guelph
1 Carden St.
Guelph, ON N1H 3A1



RE: Letter of Support for Canada's First Circular Food Economy – The City of Guelph and County of Wellington's Final Smart Cities Application

Dear Mr. Thomson,

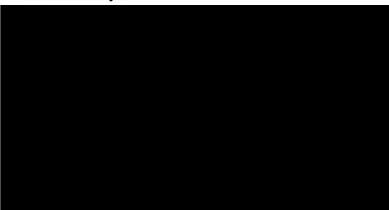
We are delighted to provide this letter of support for the City of Guelph and County of Wellington circular food economy Smart Cities application. The City of Guelph and the County of Wellington have set ambitious targets to increase access to affordable nutritious food by 50%, create 50 new opportunities for circular business and collaborations, and increase circular economic revenue by 50% by recognizing the value of waste. In turn, our 50x50x50 by 2025 goals present an exciting opportunity to develop Canada's first circular food economy.



A significant effort in these endeavors requires building a network of global experts with common goals and philosophies to leverage experiential knowledge. The proposed City of Guelph and County of Wellington's Smart City initiative will provide a significant stepping stone for a regional, provincial, national and indeed global network of partners – to leverage our collective knowledge and resources and ensure successful outcomes for a circular food economy.

 is actively driving a vision of enabling Digital Transformation in the Canadian Agri-Food industry through the effective use of data as a resource and has significant expertise in the development, implementation and operation of open, shared tools and digital platforms. We will make a commitment to the Circular Food Economy by providing in-kind support valued at  over a period of five years (2019-2024).

Sincerely,



[REDACTED]

ATIA - 13(1)(d)

ATIA - 19(1)

1 March 2019

City of Guelph-County of Wellington Smart Cities Initiative
Office of the Chief Administrative Officer
City of Guelph
1 Carden Street
Guelph, ON N1H 3A1

RE: Letter of Support for Canada's First Circular Food Economy – The City of Guelph and County of Wellington's Final Smart Cities Application

To Whom It May Concern,

We are delighted to provide this letter of support for the City of Guelph and County of Wellington circular food economy Smart Cities application. The City of Guelph and the County of Wellington have set ambitious targets to increase access to affordable nutritious food by 50%, create 50 new opportunities for circular business and collaborations, and increase circular economic revenue by 50% by recognizing the value of waste. In turn, our 50x50x50 by 2025 goals present an exciting opportunity to develop Canada's first circular food economy.

[REDACTED]

[REDACTED]

To date, [REDACTED] has invested [REDACTED] of in-kind support to this Smart Cities project through the financial investment of a [REDACTED] as well as the professional time [REDACTED] as a member of both the Waste as a Resource working group and Steering Committee.

This project will allow [REDACTED] to continue to support processors and manufacturers with understanding the true cost and value of preventing avoidable food waste in operations located in Guelph/Wellington. The benefits will be cross cutting as it will not only support assessment and implementation projects, but encourage further work through the issuing of carbon credits. [REDACTED]

[REDACTED] is a strong supporter of this Smart Cities project because the goals align so closely to our purpose, which is *making food sustainably*.

[REDACTED]

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As [REDACTED] has had significant involvement in this Smart Cities project to date, we believe we are well-positioned to continue to engage in an initiative that promises to address compelling issues facing our industry and others in the City of Guelph and County of Wellington.

Sincerely,

[REDACTED]

[REDACTED]

MAKING FOOD SUSTAINABLY



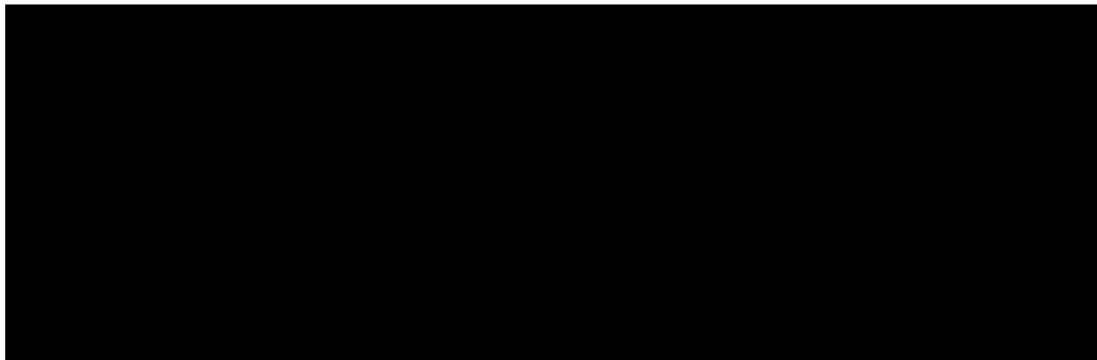
19 February 2019


City of Guelph-County of Wellington Smart Cities Initiative
Office of the Chief Administrative Officer
City of Guelph, 1 Carden St.
Guelph, ON N1H 3A1

**RE: Letter of Support for Canada's First Circular Food Economy – The City of
Guelph and County of Wellington's Final Smart Cities Application**

To Whom it may Concern

We are delighted to provide this letter of support for the City of Guelph and County of Wellington circular food economy Smart Cities application. The City of Guelph and the County of Wellington have set ambitious targets to increase access to affordable nutritious food by 50%, create 50 new opportunities for circular business and collaborations, and increase circular economic revenue by 50% by recognizing the value of waste. In turn, our 50x50x50 by 2025 goals present an exciting opportunity to develop Canada's first circular food economy.



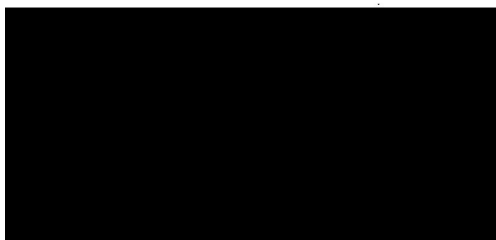
 promotes scalable, sustainable foods by investing in and nurturing entrepreneurs in this sector. We aim to leverage Canada's role as an agriculture powerhouse, Guelph/Wellington's leadership in agrifood R&D and Smart Cities plus the deep talent

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ATIA - 19(1)

pool in the GTA to help make our region a global leading agrifood tech research and entrepreneurship hub. Together with the entrepreneurs we back, we will develop scalable, sustainable foods need to feed the world while protecting our planet.

Sincerely,



February 26, 19

City of Guelph-County of Wellington Smart Cities Initiative
Derrick Thomson
Office of the Chief Administrative Officer
City of Guelph
1 Carden St.
Guelph, ON N1H 3A1

RE: Letter of Support for Canada's First Circular Food Economy – The City of Guelph and County of Wellington's Final Smart Cities Application

Dear Mr. Thomson,

We are delighted to provide this letter of support for the City of Guelph and County of Wellington circular food economy Smart Cities application. The City of Guelph and the County of Wellington have set ambitious targets to increase access to affordable nutritious food by 50%, create 50 new opportunities for circular business and collaborations, and increase circular economic revenue by 50% by recognizing the value of waste. In turn, our 50x50x50 by 2025 goals present an exciting opportunity to develop Canada's first circular food economy.

Our priorities are being more honed towards reducing food waste, improving our efficiencies and saving money by using less utilities. As such, our ideals align perfectly with the Wellington circular food economy.

would value the opportunity to be part of a project that pioneers a necessary concept that can be adapted and applied to other communities. Food is the fundamental fuel for life and a catalyst for conversation. Making it safe, secure and circular is our priority.

ATIA - 13(1)(d)

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Option 3: In-kind

[REDACTED] will make a commitment to the Circular Food Economy by providing **in-kind support** of staff time, product and space valued at [REDACTED] over a period of five years (2019-2024).

As [REDACTED] has significant involvement in connecting with companies and organizations that enhance the idea of a circular food economy, we believe we are well-positioned to engage in an initiative that promises to address compelling issues facing our company and others in the City of Guelph and County of Wellington.

Sincerely,

[REDACTED]

ATIA - 13(1)(d)

ATIA - 19(1)

February 8, 2019

City of Guelph - County of Wellington Smart Cities Initiative
Office of the Chief Administrative Officer
City of Guelph
1 Carden Street
Guelph, ON N1H 3A1

RE: Letter of Support for Canada's First Circular Food Economy – The City of Guelph and County of Wellington's Final Smart Cities Application

Dear Chief Administrative Officer,

Please accept this letter as an expression of support for the City of Guelph and County of Wellington's circular food economy Smart Cities application. The City of Guelph and the County of Wellington have set ambitious targets to increase access to affordable nutritious food by 50%, create 50 new opportunities for circular business and collaborations, and increase circular economic revenue by 50% by recognizing the value of waste. The 50x50x50 by 2025 goals present an exciting opportunity to develop Canada's first circular food economy and [REDACTED] is proud to support this application.

[REDACTED]

[REDACTED] is excited to support the City of Guelph and County of Wellington's circular food economy and will provide [REDACTED] expertise and mentorship as they pursue the Smart Cities initiative and the creation of biomass energy. As the [REDACTED] explores and develops new disruptive technology we are eager to recognize the benefits and application of new technology to address technology/energy gaps, like the ones identified in the Smart Cities initiative.

We look forward to enabling Smart Cities [REDACTED] well-positioned to engage in energy technology initiatives related to the City of Guelph and County of Wellington circular food economy Smart Cities application.

Sincerely,

[REDACTED]

[REDACTED]

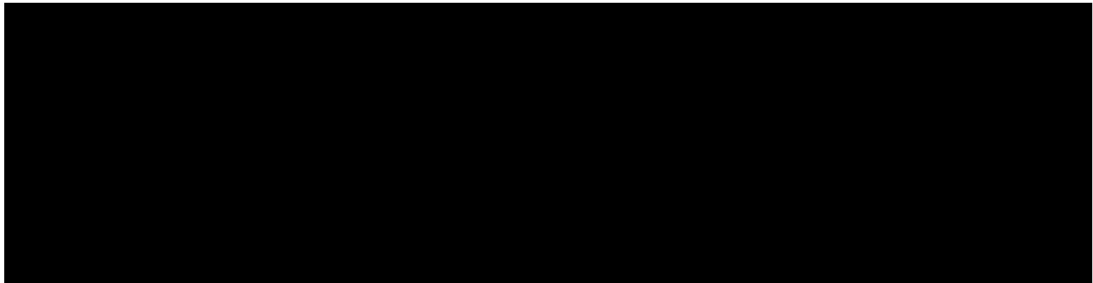
20 February 2019

City of Guelph-County of Wellington Smart Cities Initiative
Office of the Chief Administrative Officer
City of Guelph
1 Carden St.
Guelph, ON N1H 3A1

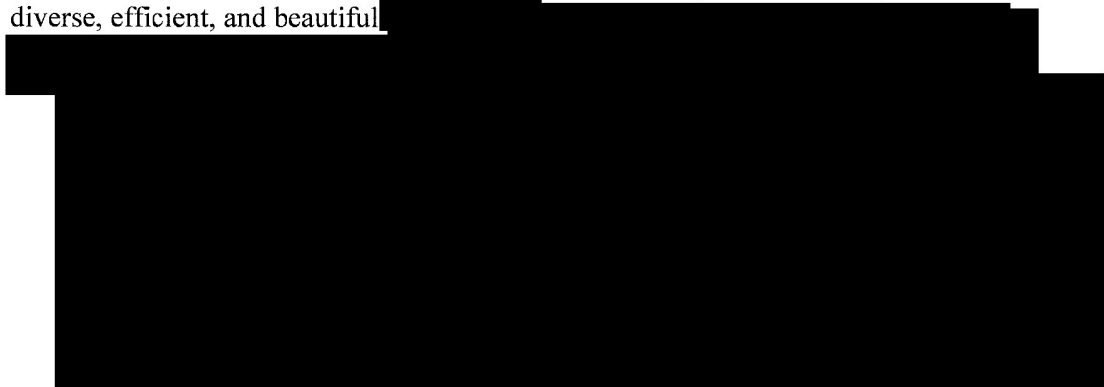
RE: Letter of Support for Canada's First Circular Food Economy – The City of Guelph and County of Wellington's Final Smart Cities Application

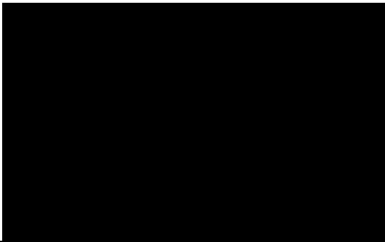
To Whom it may Concern

We are delighted to provide this letter of support for the City of Guelph and County of Wellington circular food economy Smart Cities application. The City of Guelph and the County of Wellington have set ambitious targets to increase access to affordable nutritious food by 50%, create 50 new opportunities for circular business and collaborations, and increase circular economic revenue by 50% by recognizing the value of waste. In turn, our 50x50x50 by 2025 goals present an exciting opportunity to develop Canada's first circular food economy.



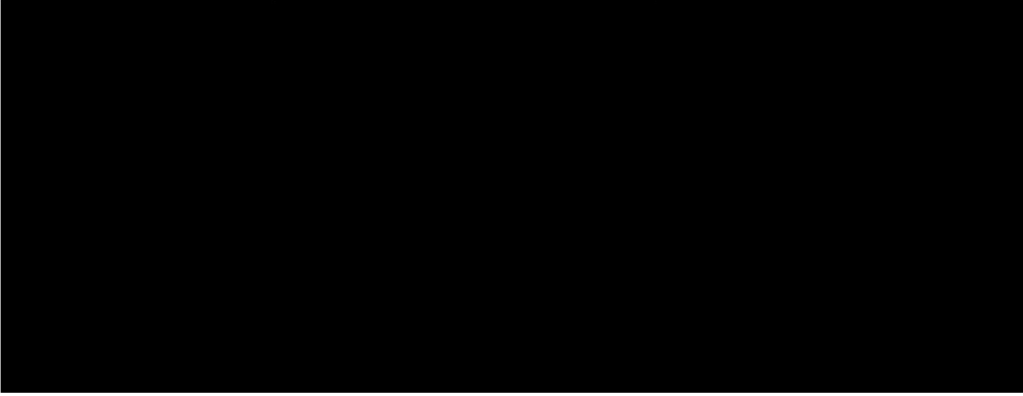
Our interest in this project stems from the fact that a circular economy is a natural economy. There are no wastes in nature. There is also no unemployment in nature as every species is autonomously innovating and contributing to a resilient system that is diverse, efficient, and beautiful.







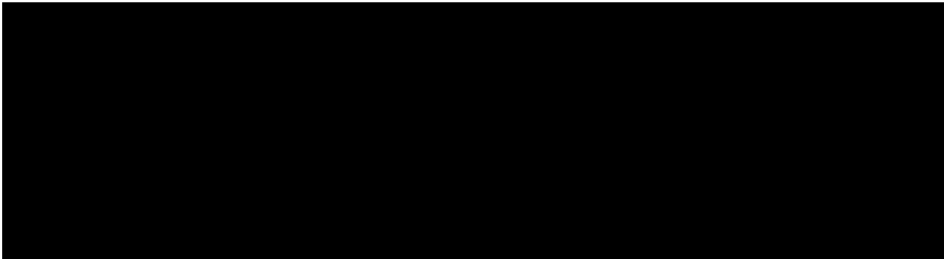
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ATIA - 19(1)



As Einstein said, we cannot solve problems with the same thinking that created them. 
 we have the philosophy, technology, and contacts to be well-
positioned to engage in an initiative that promises to address compelling issues facing our
company and others in the City of Guelph and County of Wellington.

Sincerely,



ATIA - 13(1)(d)

ATIA - 19(1)


23 January 2019

City of Guelph-County of Wellington Smart Cities Initiative
Derrick Thomson
Office of the Chief Administrative Officer
City of Guelph
1 Carden St.
Guelph, ON N1H 3A1

RE: Letter of Support for Canada's First Circular Food Economy – The City of Guelph and County of Wellington's Final Smart Cities Application

Dear Mr. Thomson,

We are delighted to provide this letter of support for the City of Guelph and County of Wellington circular food economy Smart Cities application. The City of Guelph and the County of Wellington have set ambitious targets to increase access to affordable nutritious food by 50%, create 50 new opportunities for circular business and collaborations, and increase circular economic revenue by 50% by recognizing the value of waste. In turn, our 50x50x50 by 2025 goals present an exciting opportunity to develop Canada's first circular food economy.



_____ would be interested in supporting this initiative by reaching out to our members and encourage them to share with their appropriate clients in the community. We could offer periodic email campaigns and support on social media.

_____ is not able to specify a financial or in-kind commitment at this time. However, as we have a significant involvement in the business community of Centre Wellington, we believe we are well-positioned to engage in this initiative that promises to address compelling issues facing our community and others in the City of Guelph and County of Wellington.

Sincerely,



March 1, 2019

City of Guelph-County of Wellington Smart Cities Initiative
Derrick Thomson
Office of the Chief Administrative Officer
City of Guelph
1 Carden St.
Guelph, ON N1H 3A1

RE: Letter of Support for Canada's First Circular Food Economy – The City of Guelph and County of Wellington's Final Smart Cities Application

Dear Mr. Thomson,

[REDACTED]
[REDACTED] we are pleased to provide this letter of support for the City of Guelph and County of Wellington circular food economy Smart Cities application.

[REDACTED]

We are very interested in finding ways to support the excellent pioneering work being planned and underway in the Guelph region around food and circular economy strategies. Based on what we believe is the unique leadership being shown through this project we are keen to partner with them over the next couple of years to help lead our work with a range of organizations across the country in developing a practical and transformative approach to the way we manage our communities and food resources. This collaborative work stream would culminate in a presentation of an action agenda to the World Circular Economy Forum to be held in Canada in December 2020.

It is our hope that the project team could work with us to contribute to the advancement of the technical, social and policy strategies that would be able to realize benefits well beyond the Guelph region to many other communities across the country.

The [REDACTED] is committed to working together with [REDACTED] team to fundraise and will commit in-kind resources to contribute to the success of our collaboration. [REDACTED] dedicated to advancing circular economy ideas, actions and projects [REDACTED]

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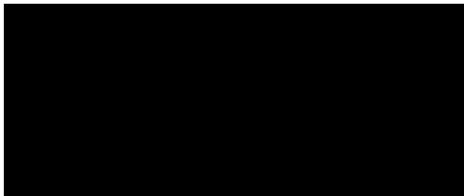
ATIA - 19(1)

[REDACTED] we believe we are well-positioned to work with the project in collaborating on research, communication and networking with similar or potentially related allies in various regions of Canada.

Sincerely,

[REDACTED]

[REDACTED]



14 February 2019

City of Guelph-County of Wellington Smart Cities Initiative
Derrick Thomson
Office of the Chief Administrative Officer
City of Guelph
1 Carden St.
Guelph, ON N1H 3A1

RE: Letter of Support for Canada's First Circular Food Economy – The City of Guelph and County of Wellington's Final Smart Cities Application

Dear Mr. Thomson,

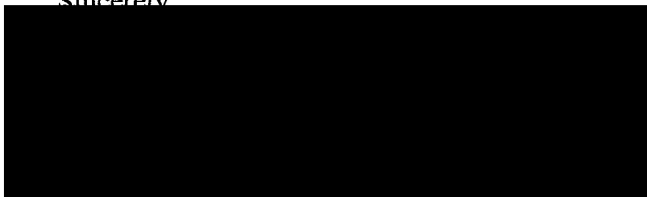
I am delighted to provide this letter of support for the City of Guelph and County of Wellington's circular food Smart Cities application. [REDACTED]
[REDACTED] we are very excited about this project.

The City of Guelph and the County of Wellington have set ambitious targets to increase access to affordable nutritious food by 50%, create 50 new opportunities for circular business and collaborations, and increase circular economic revenue by 50% by recognizing the value of waste. In turn, our 50x50x50 by 2025 goals present an exciting opportunity to develop Canada's first circular food economy.

[REDACTED] has already provided funding to one circular food business and we are hopeful that we will be able to assist other businesses that are created through this initiative. In addition, our organization has provided funding for a part time staff to work on the project.

[REDACTED] feels that this project is very important to our community and that it promises to address compelling issues facing food accessibility, environmental sustainability and economic growth.

Sincerely,



March 4, 2019

City of Guelph-County of Wellington Smart Cities Initiative
Derrick Thomson
Office of the Chief Administrative Officer
City of Guelph
1 Carden St.
Guelph, ON N1H 3A1

RE: Letter of Support for Canada's First Circular Food Economy – The City of Guelph and County of Wellington's Final Smart Cities Application

Dear Mr. Thomson,

We are delighted to provide this letter of support for the City of Guelph and County of Wellington circular food economy Smart Cities application. The City of Guelph and the County of Wellington have set ambitious targets to increase access to affordable nutritious food by 50%, create 50 new opportunities for circular business and collaborations, and increase circular economic revenue by 50% by recognizing the value of waste. In turn, our 50x50x50 by 2025 goals present an exciting opportunity to develop Canada's first circular food economy.



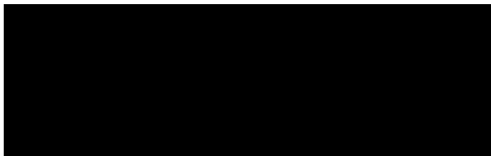
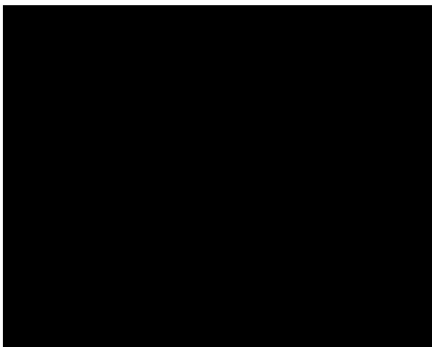
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collaboration platforms that can foster the growth of a circular food economy we believe we are well-positioned to engage in an initiative that promises to address compelling issues facing our company and others in the City of Guelph and County of Wellington.

Sincerely,



13 February 2019

City of Guelph-County of Wellington Smart Cities Initiative
Derrick Thomson
Office of the Chief Administrative Officer
City of Guelph
1 Carden St.
Guelph, ON N1H 3A1

RE: Letter of Support for Canada's First Circular Food Economy – The City of Guelph and County of Wellington's Final Smart Cities Application

Dear Mr. Thomson,

We are delighted to provide this letter of support for the City of Guelph and County of Wellington circular food economy Smart Cities application. The City of Guelph and the County of Wellington have set ambitious targets to increase access to affordable nutritious food by 50%, create 50 new opportunities for circular business and collaborations, and increase circular economic revenue by 50% by recognizing the value of waste. In turn, our 50x50x50 by 2025 goals present an exciting opportunity to develop Canada's first circular food economy.

[REDACTED] We are pleased to support their steps towards a more sustainable circular food economy. This project will be of interest to municipalities across Canada and around the world, and [REDACTED] will be pleased to support sharing the lessons learned from this project. We are also interested in the greenhouse gas mitigation potential of this project, and will lend our expertise in emissions quantification to the effort.

[REDACTED] is not able to specify our financial and in-kind commitments at this time. However, we believe we are well-positioned to engage in an initiative that promises to address compelling issues facing municipalities across Canada and around the world and stakeholders in the City of Guelph and County of Wellington.

Sincerely,

[REDACTED]

[REDACTED]

26 February 2019

City of Guelph-County of Wellington Smart Cities Initiative
Derrick Thomson, Office of the Chief Administrative Officer
City of Guelph, 1 Carden St.
Guelph, ON N1H 3A1

RE: Letter of Support for Canada's First Circular Food Economy – The City of Guelph and County of Wellington's Final Smart Cities Application

Dear Mr. Thomson,

We are delighted to provide this letter of support for the City of Guelph and County of Wellington circular food economy Smart Cities application. The City of Guelph and the County of Wellington have set ambitious targets to increase access to affordable nutritious food by 50%, create 50 new opportunities for circular business and collaborations, and increase circular economic revenue by 50% by recognizing the value of waste. In turn, these 50x50x50 by 2025 goals present an exciting opportunity to develop Canada's first circular food economy.

The goal of developing Canada's first Circular Food Economy is aspirational and consistent with our mandate and our philosophy of growth through nurturing people, planet, prosperity and purpose.

As such, [REDACTED] is happy to support the initiative and commits to providing in-kind support of staff time valued at [REDACTED] over a period of five years (2019-2024).

Sincerely,



26 February 2019

City of Guelph-County of Wellington Smart Cities Initiative
Derrick Thomson
Office of the Chief Administrative Officer
City of Guelph
1 Carden St.
Guelph, ON N1H 3A1

RE: Letter of Support for Canada's First Circular Food Economy – The City of Guelph and County of Wellington's Final Smart Cities Application

Dear Mr. Thomson,

We are delighted to provide this letter of support for the City of Guelph and County of Wellington circular food economy Smart Cities application. The City of Guelph and the County of Wellington have set ambitious targets to increase access to affordable nutritious food by 50%, create 50 new opportunities for circular business and collaborations, and increase circular economic revenue by 50% by recognizing the value of waste. In turn, our 50x50x50 by 2025 goals present an exciting opportunity to develop Canada's first circular food economy.

[REDACTED] The challenges identified through the CFE initiative are relevant to communities across Canada and through our North America-wide presence [REDACTED] would hope to assist with the promotion and adoption of the solutions that will be developed in as many cities, towns and regions as possible. This would have a three-fold benefit: it would establish Guelph as a world leader in this crucial area, it would enable additional growth opportunities for [REDACTED] and most importantly it would allow these communities to effectively address these Food Economy challenges through a proven, integrated approach.

As [REDACTED] has had significant involvement in the technology envisioning and roadmap development for the Circular Food Economy Application, we believe we are well-positioned to engage in an initiative that promises to address compelling issues facing our company and others in the City of Guelph and County of Wellington.

Friday, February 15, 2019

City of Guelph-County of Wellington Smart Cities Initiative

Chief Administrative Officer
Office of the CAO
City of Guelph
1 Carden St., Guelph, ON N1H 3A1

RE: Letter of Support for Canada's First Circular Food Economy – The City of Guelph and County of Wellington's Final Smart Cities Application

Dear Chief Administrative Officer,

We are delighted to provide this letter of support for the City of Guelph and County of Wellington circular food economy Smart Cities application.

The City of Guelph stands out to [REDACTED] among Canadian municipalities as a sophisticated early adopter of innovation practices. Based on our deep goal alignment and track record of collaboration with the City of Guelph, we support this Smart Cities application without reservation. As an ecosystem builder and innovation partner of choice, we believe [REDACTED] is well positioned to connect the City of Guelph and County of Wellington with health and cleantech innovators who can help to increase access to affordable nutritious food by 50%, create 50 new opportunities for circular business and collaborations, and increase circular economic revenue by 50% by recognizing the value of waste. We are excited by the opportunity to mobilize our innovation ecosystem to help demonstrate to Canada and the world how to build a flourishing circular food economy.

Yours Sincerely,

27 January 2019

City of Guelph-County of Wellington Smart Cities Initiative Derrick Thomson
Office of the Chief Administrative Officer
City of Guelph

1 Carden St.
Guelph, ON N1H 3A1

RE: Letter of Support for Canada's First Circular Food Economy – The City of Guelph and County of Wellington's Final Smart Cities Application

Dear Mr. Thomson,

We are delighted to provide this letter of support for the City of Guelph and County of Wellington circular food economy Smart Cities application. The City of Guelph and the County of Wellington have set ambitious targets to increase access to affordable nutritious food by 50%, create 50 new opportunities for circular business and collaborations, and increase circular economic revenue by 50% by recognizing the value of waste. In turn, our 50x50x50 by 2025 goals present an exciting opportunity to develop Canada's first circular food economy.

A significant criteria for success is our network of global experts with connectivity, common goals and philosophies to leverage experiential knowledge. The proposed City of Guelph and County of Wellington's Smart City initiative will provide a significant stepping stone for a regional, provincial, national and indeed global network of partners – to leverage our collective knowledge and resources and ensure successful outcomes for a circular food economy.

■ has contributed ■ years to advancing many aspects of Ontario's and Canada's agri-food sector evolution and brings significant expertise in the development, implementation and commercialization of new tools, platforms and ideas. We will make a commitment to the Circular Food Economy by providing in-kind support valued at ■ over a period of five years (2019-2024) as well as the substantial time commitment already contributed to this project to date.

Sincerely,

26 February 2019

City of Guelph-County of Wellington Smart Cities Initiative
Derrick Thomson
Office of the Chief Administrative Officer
City of Guelph
1 Carden St.
Guelph, ON N1H 3A1

RE: Letter of Support for Canada's First Circular Food Economy – The City of Guelph and County of Wellington's Final Smart Cities Application

Dear Mr. Thomson,


We are delighted to provide this letter of support for the City of Guelph and County of Wellington circular food economy Smart Cities application. The City of Guelph and the County of Wellington have set ambitious targets to increase access to affordable nutritious food by 50%, create 50 new opportunities for circular business and collaborations, and increase circular economic revenue by 50% by recognizing the value of waste. In turn, our 50x50x50 by 2025 goals present an exciting opportunity to develop Canada's first circular food economy.

[Redacted] we are aware of the need to reduce waste from events and trainings that we run, and are moving towards a paperless office and events, as well as working with charities to reduce the waste from food and beverages. We are fully aligned and supportive of the City of Guelph's efforts in this regard.

When I first spoke to the city regarding the project, I was taken aback by the braveness of the challenge, something that will make a real difference. From our experiences over in Australia and New Zealand, I am yet to see a project like this.

[Redacted] has significant involvement in enabling collaboration and innovation in cities, we believe we are well-positioned to engage in an initiative that promises to address compelling issues facing our company and others in the City of Guelph and County of Wellington.

Sincerely,



ATIA - 13(1)(d)

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February 27, 2019



City of Guelph-County of Wellington Smart Cities Initiative
Derrick Thomson
Office of the Chief Administrative Officer
City of Guelph
1 Carden St.
Guelph, ON N1H 3A1


RE: Letter of Support for Canada's First Circular Food Economy - The City of Guelph and County of Wellington's Final Smart Cities Application

Dear Mr. Thomson,

We are delighted to provide this letter of support for the City of Guelph and County of Wellington circular food economy Smart Cities application. The City of Guelph and the County of Wellington have set ambitious targets to increase access to affordable nutritious food by 50%, create 50 new opportunities for circular business and collaborations, and increase circular economic revenue by 50% by recognizing the value of waste. In turn, your 50x50x50 by 2025 goals present an exciting opportunity to develop Canada's first circular food economy.





 two-day Smart Cities Summit bringing together close to 300 government officials, business innovators and thought leaders. Through this Summit,  acted as a global hub to connect international experts, local and national business influencers and city builders for a day of dialogue, networking and idea-sharing based around Canadian cities' experiences in the Federal Smart Cities Challenge.

 hopes that the Federal Smart Cities Challenge, and in particular the City of Guelph and County of Wellington's Final Submission, will further the momentum that we have been building in support of a regional smart cities vision and strategy.

We look forward to working with the City of Guelph and the County of Wellington and would be delighted to provide ongoing support to your Smart Cities initiative.

Sincerely,





ATIA - 13(1)(d)

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10 January 2019


City of Guelph-County of Wellington Smart Cities Initiative
Derrick Thomson
Office of the Chief Administrative Officer
City of Guelph
1 Carden St.
Guelph, ON N1H 3A1

RE: Letter of Support for Canada's First Circular Food Economy – The City of Guelph and County of Wellington's Final Smart Cities Application

Dear Mr. Thomson,


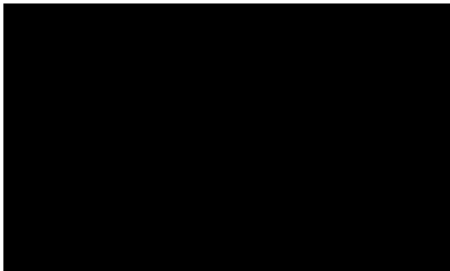


We are delighted to provide this letter of support for the City of Guelph and County of Wellington circular food economy Smart Cities application. The City of Guelph and the County of Wellington have set ambitious targets to increase access to affordable nutritious food by 50%, create 50 new opportunities for circular business and collaborations, and increase circular economic revenue by 50% by recognizing the value of waste. In turn, our 50x50x50 by 2025 goals present an exciting opportunity to develop Canada's first circular food economy.

We recognize the significant contribution that agriculture and agri-food employment brings to the local economy and both the City and County have long been forward thinking leaders in supporting employment growth in these sectors. Developing and implementing a circular food economy will not only maintain jobs but also create new employment opportunities across these and other related sectors while reducing waste and providing access to affordable and nutritious food.



, we believe we are well-positioned to engage in an initiative that promises to address compelling issues facing the communities of the City of Guelph and County of Wellington.

Sincerely,





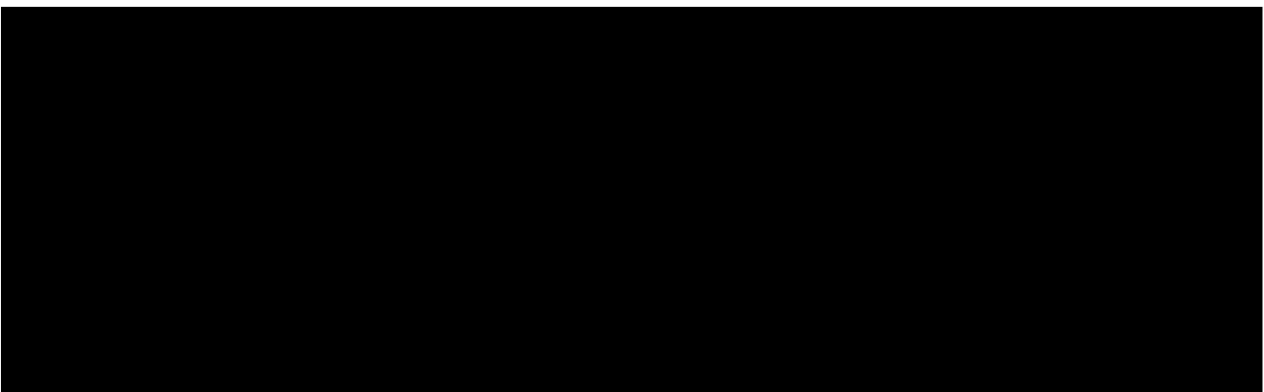
25 February 2019

City of Guelph-County of Wellington Smart Cities Initiative
Chief Administrative Officer
Office of the CAO
City of Guelph
1 Carden St., Guelph, ON N1H 3A1

RE: Letter of Support for Canada's First Circular Food Economy – The City of Guelph and County of Wellington's Final Smart Cities Application

Dear Chief Administrative Officer,

We are delighted to provide this letter of support for the City of Guelph and County of Wellington circular food economy Smart Cities application. The City of Guelph and the County of Wellington have set ambitious targets to increase access to affordable nutritious food by 50%, create 50 new opportunities for circular business and collaborations, and increase circular economic revenue by 50% by recognizing the value of waste. In turn, our 50x50x50 by 2025 goals present an exciting opportunity to develop Canada's first circular food economy.



Specifically, [REDACTED] values these outcomes of the project:

- Connected enterprises and shared outcomes reporting (to UN SDGs and other KPIs)
- Increased food literacy, food availability and food innovation
- Reduced waste by end-users, including wasted food and wasteful packaging
- New business opportunities that add multi-layered value streams back into the community
- Mid-sized city processes that can be replicated by other cities and towns
- Increased local investment by individuals, corporations and foundations





[REDACTED] will make a commitment to the Smart Cities – Our Food Future Initiative by providing in-kind support in the form of staff time on Circular Food Economy projects, facility space use for select collaborations and management time on Advisory/ Steering Committees valued at [REDACTED] for the duration of the project.

In addition to direct in-kind support to the project, [REDACTED] is committed to moving our own programming towards topics relating to and supportive of the Circular Food Economy project, including educational training, workshops and services provided to increase:

- Impact Measurement and Evaluation Capacity and Effectiveness
- Food Education and Skills Building
- Inclusive Processes to address Food Insecurity
- Urban Agriculture Demonstration projects and workshops.

As a partner in Smart Cities - Our Food Future, we believe we are well-positioned to engage collaboratively with circular food economy leaders in the City of Guelph and County of Wellington.

Sincerely,

[REDACTED]

[REDACTED]

[REDACTED]

26 February 2019

City of Guelph-County of Wellington Smart Cities Initiative
Derrick Thomson
Office of the Chief Administrative Officer
City of Guelph
1 Carden St.
Guelph, ON N1H 3A1

RE: Letter of Support for Canada's First Circular Food Economy – The City of Guelph and County of Wellington's Final Smart Cities Application


Dear Mr. Thomson,

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[REDACTED]


As the application moves forward, we see a significant role for [REDACTED] to play in the entrepreneurial ecosystem over the next 5 years including:



- Actively work with food based (farm to fork) entrepreneurs (varied stages including ideation, start up and existing) to incorporate the 50x50x50 principle into working business models; ensuring that business owners are addressing food security and food waste as key cornerstones in their daily operations.




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-
- Continue to commit staff time on Circular Food Economy projects, facility space and management time on Advisory/ Steering Committees so that  is well versed in the Activities; able to continually share information and resources with the entrepreneurs we service on a daily basis in Guelph and Wellington County.

 will make a commitment to the Circular Food Economy by providing **in-kind support** of Business Advisor, Management time, meeting and kiosk space valued at  over a period of five years (2019-2024).

As  has significant involvement in Smart Cities Business Work stream, we believe we are well-positioned to engage in an initiative that promises to address compelling issues facing our company and others in the City of Guelph and County of Wellington.

[REDACTED]

ATIA - 13(1)(d)

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4 March 2019

City of Guelph-County of Wellington Smart Cities Initiative
Office of the Chief Administrative Officer
City of Guelph
1 Carden St. Guelph, ON N1H 3A1

RE: Letter of Support for Canada's First Circular Food Economy - The City of Guelph and County of Wellington's Final Smart Cities Application

Dear Chief Administrative Officer,

[REDACTED] We see our partnership in the Smart Cities Challenge as an ambitious way of reaching this end. Guelph and Wellington County has a higher rate of food insecurity than the national average, all while being an agricultural and food provincial hub.

The City of Guelph and the County of Wellington have set exciting targets to increase access to affordable nutritious food by 50%, create 50 new opportunities for circular business and collaborations, and increase circular economic revenue by 50% by recognizing the value of waste. In turn, our 50x50x50 by 2025 goals present an exciting opportunity to develop Canada's first circular food economy.

[REDACTED]

[REDACTED] will make a commitment to the Circular Food Economy by providing in-kind support of staff time and space valued at [REDACTED] over a period of five years (2019-2024). We look forward to pioneering this work in our community and sharing our success with the others.

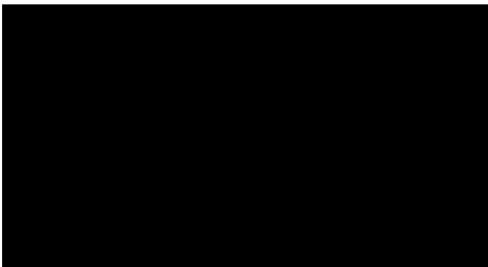
Sincerely,

[REDACTED]

[REDACTED]


[REDACTED]

[REDACTED]



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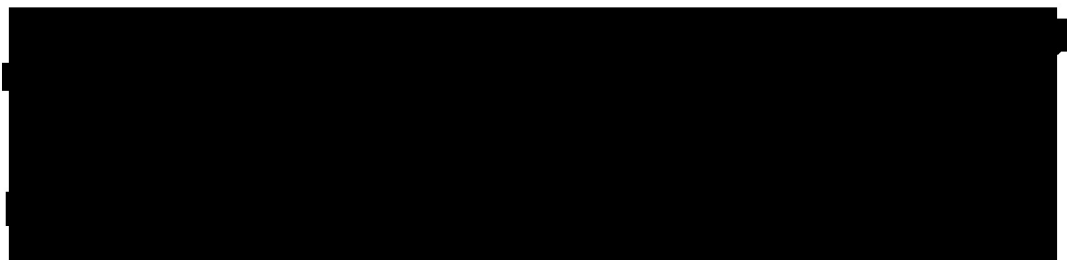
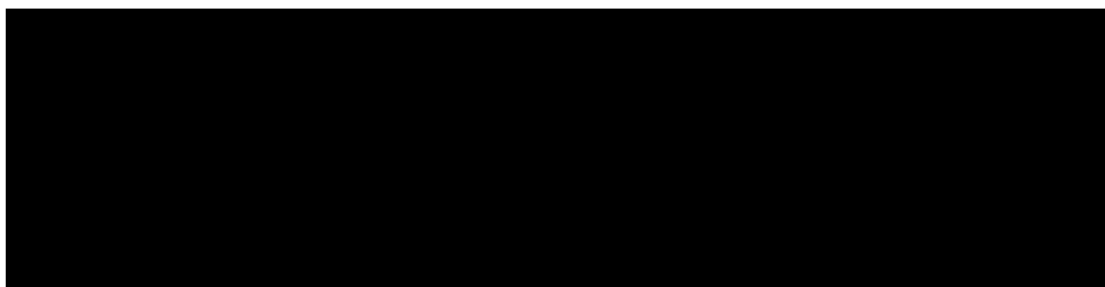


19 February 2019

City of Guelph-County of Wellington
Smart Cities Initiative
Office of the Chief Administrative Officer
City of Guelph, 1 Carden St., Guelph, ON N1H 3A1

RE: Letter of Support for Canada's First Circular Food Economy – The City of Guelph and County of Wellington's Final Smart Cities Application

We are delighted to provide this letter of support for the City of Guelph and County of Wellington Circular Food Economy Smart Cities application.



[REDACTED]

[REDACTED]

While our charity is still a “new kid on the block” and relatively small in terms of emergency food provision, [REDACTED] completely aligned with the Guelph-Wellington Smart Cities Initiative aiming for:

- 50% increase in access to affordable, nutritious food;
- 50 new food businesses and collaboration opportunities; and
- 50% increase in economic revenues by reducing and reimagining our food waste.


We feel sure that there are greater opportunities for community partnerships in Guelph that could be facilitated with support from the City. For example:

- **Surplus Food collection and redistribution** e.g. Second Harvest Toronto’s model and FoodRescue.ca platform. The greatest practical challenge is availability of transport and temporary storage facilities from which re-distribution can occur.
- **Emergency Food Providers Coordination** e.g. there are many local organizations trying to help (and doing a great job) but we could be stronger together, with more coordination help. We are open to collaboration!

We want to be part of these efforts. [REDACTED]

[REDACTED]

[REDACTED]




January 10th, 2019

City of Guelph-County of Wellington Smart Cities Initiative
Derrick Thomson
Office of the Chief Administrative Officer
City of Guelph
1 Carden St.
Guelph, ON N1H 3A1

RE: Letter of Support for Canada's First Circular Food Economy – The City of Guelph and County of Wellington's Final Smart Cities Application




Dear Mr. Thomson,

We enthusiastically are providing this letter of support for the City of Guelph and County of Wellington circular food economy Smart Cities application. The City of Guelph and the County of Wellington have set ambitious targets to increase access to affordable nutritious food by 50%, create 50 new opportunities for circular business and collaborations, and increase circular economic revenue by 50% by recognizing the value of waste. In turn, our 50x50x50 by 2025 goals present an exciting opportunity to develop Canada's first circular food economy.



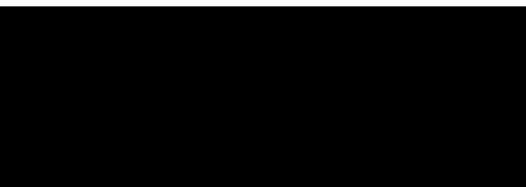
This project will create:

- new tools and data to better inform and do our work,
- new partnerships and pathways for our organization,
- a template for other communities to follow our lead,
- opportunities for equity of access to healthy food for all

The  will make a commitment to the Smart Cities – Our Food Future Initiative by providing in-kind support of staff time of our Executive Director valued at  for the duration of the project. The  will also be a partner in finding additional funding sources during the duration of the project.

We are very excited to see this project happening in our community and are a committed and passionate partner in bringing it to life.

Sincerely,



Feb 4th, 2019

City of Guelph- County of Wellington Smart Cities Initiative
Derrick Thomson
Office of the Chief Administrative Officer
City of Guelph
1 Carden St.
Guelph, Ontario N1H 3A1

Re: Letter of Support for Canada's First Circular Food Economy- The City of Guelph and County of Wellington's Final Smart Cities Application

Dear Mr. Thomson,

We are delighted to provide this letter of support for the City of Guelph and County of Wellington circular food economy Smart Cities application.

The [REDACTED] are soon to embark on a multi-year partnership to promote food literacy. This will be conducted within the Guelph Family Health Study, a widely recognized research program in Family Food Literacy. This partnership builds on two projects; the development and marketing of child friendly recipes titled "Snack Healthy, Snack Happy;" which has recently been completed and the second, improving dietary intake while reducing food waste among families with young children which is now underway.

[REDACTED] has four key elements. Capitalizing on the Guelph Family Health Study, including examination of how parent food literacy levels are associated with dietary intake of parents and children, levels of household food waste and body indicators. Test various strategies to enhance motivation and abilities of families to plan and conceptualize food purchasing and meal preparation. To have the City of Guelph and the County of Wellington as one of a handful of communities to implement the findings of a province wide food literacy report card on the food environment. Design strategies to improve child and parent food literacy in families with young kids.

As part of the funds committed [REDACTED] is pleased to allocate [REDACTED] (five years) towards the Circular Food Economy Smart Cities Initiative. This will be of in-kind support to pay for the cost of researchers, reports and facilities in the areas of the four key elements described above.

We wish you well with this Initiative. It fits with the partnership's mission to conduct ground breaking research and mobilize the knowledge generated.

Sincerely,

February 13, 2019

Derrick Thomson
Office of the Chief Administrative Officer
City of Guelph
1 Carden St., Guelph
ON N1H 3A1

Dear Mr. Thomson:

Re: Canada's First Circular Food Economy

[REDACTED] I am writing this letter in support of the application of the City of Guelph and County of Wellington for an Infrastructure Canada Smart Cities Challenge prize for the project entitled, "Canada's First Circular Food Economy."

[REDACTED]

The proposed work to enable healthy eating and food environments is well-aligned with our mission to *enable informed decisions and actions that protect and promote health and contribute to reducing health inequities*. The City of Guelph and the County of Wellington have set ambitious targets to increase access to affordable nutritious food by 50%, create 50 new opportunities for circular business and collaborations, and increase circular economic revenue by 50% by recognizing the value of waste. In turn, the 50x50x50 by 2025 goals present an exciting opportunity to develop Canada's first circular food economy.

[REDACTED]

[REDACTED] is an expert in

[REDACTED]

February 13, 2019
Derrick Thomson – City of Guelph

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measuring food environments and implementing population level interventions to improve diets. As a Collaborator on this project [REDACTED] will provide scientific and technical support [REDACTED] on the Smart Cities Challenge application, to strengthen the creation, implementation, and evaluation of evidence-based food system interventions for Canada's First Circular Food Economy. Further, [REDACTED] will be able to extend the impact of this project through supporting knowledge exchange activities [REDACTED].

We enthusiastically support the proposed study and look forward to hearing the results of this competition. Please accept this letter as confirmation of our endorsement and commitment to this application.

Sincerely,

[REDACTED]



ATIA - 13(1)(d)

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5 February 2019

City of Guelph-County of Wellington Smart Cities Initiative
Derrick Thomson
Office of the Chief Administrative Officer, City of Guelph
1 Carden St.
Guelph, ON N1H 3A1

RE: Letter of Support for Canada's First Circular Food Economy – The City of Guelph and County of Wellington's Final Smart Cities Application

Dear Mr. Thomson,

We are delighted to provide this letter of support for the City of Guelph and County of Wellington circular food economy Smart Cities application and their goals to increase access to affordable nutritious food by 50 percent, create new opportunities for circular business and collaborations, and increase circular economic revenue by 50 percent.

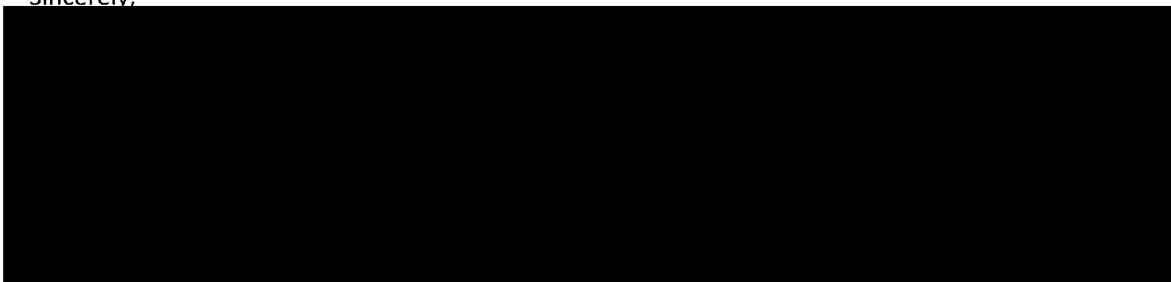
[REDACTED] is uniquely positioned to understand the value of this collaborative approach to increasing access to food, as well as the goals of reducing the environmental impact of food waste and revaluing "waste" as nutritious food.

[REDACTED] has worked with growers, food processors, retailers and the restaurant industry to rescue surplus food and redistribute it to our network of social service agencies and community food hubs. Through our experience we have seen the significant social and environmental benefits of recovering food and the how this food enables agencies to more effectively use their program budgets to provide food support. Last year alone we rescued enough food to provide 12.3 million meals and kept 58 million pounds of greenhouse gases from entering the atmosphere.

[REDACTED] is looking to partner with communities like City of Guelph and County of Wellington to expand our web-based platform [REDACTED] which connects food businesses to local community groups to keep healthy surplus food from going to landfill and contributing to greenhouse gas emissions. We are pleased with the results we have seen to date, and eager to build additional functionality to efficiently transport food and reduce the overall carbon footprint of picking up and delivering surplus food.

Thank you for the opportunity to affirm our support of City of Guelph and County of Wellington Smart Cities application.

Sincerely,



ATIA - 13(1)(d)

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16 February 2019

City of Guelph-County of Wellington Smart Cities Initiative
Chief Administrative Officer
Office of the Chief Administrative Officer
City of Guelph
1 Carden St.
Guelph, ON N1H 3A1

RE: Letter of Support for Canada's First Circular Food Economy – The City of Guelph and County of Wellington's Final Smart Cities Application

Dear Chief Administrative Officer,

We are pleased to provide this letter of support for the City of Guelph and County of Wellington circular food economy Smart Cities application. The City of Guelph and the County of Wellington have set ambitious targets to increase access to affordable nutritious food by 50%, create 50 new opportunities for circular business and collaborations, and increase circular economic revenue by 50% by recognizing the value of waste. In turn, our 50x50x50 by 2025 goals present an exciting opportunity to develop Canada's first circular food economy.

We are not able to specify our financial and in-kind commitments at this time. However, [REDACTED] has significant involvement in the Smart Cities project, we believe we are well-positioned to engage in an initiative that promises to address challenges in local food procurement, as well as create economic opportunities around local food in the City of Guelph and County of Wellington.

Sincerely

Letter of Commitment

5 February 2019

City of Guelph-County of Wellington Smart Cities Initiative
Derrick Thomson
Office of the Chief Administrative Officer
City of Guelph
1 Carden St.
Guelph, ON N1H 3A1

RE: Letter of Support for Canada's First Circular Food Economy – The City of Guelph and County of Wellington's Final Smart Cities Application

Dear Mr. Thomson,

We are pleased to provide this letter of support for the City of Guelph and County of Wellington circular food economy Smart Cities application. The City of Guelph and the County of Wellington have set ambitious targets to increase access to affordable nutritious food by 50%, create 50 new opportunities for circular business and collaborations, and increase circular economic revenue by 50% by recognizing the value of waste. In turn, our 50x50x50 by 2025 goals present an exciting opportunity to develop Canada's first circular food economy.

Guelph and Wellington County's ambitious goal to make our community Canada's *First Circular Food Economy* recognizes and leverages the intersections between food, economic wellbeing and the environment to present a well thought-out, innovative, achievable and measurable plan that will make us a circular food world leader.

Locally this project will leverage and enhance the impact of existing cutting-edge projects, while at the same time developing and implementing new and innovative interventions that will support the achievement of our three ambitious circular food economy targets.

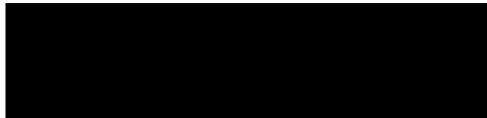
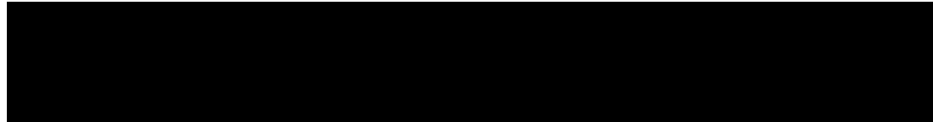
[REDACTED] has given significant in-kind time to date to support the development of this proposal for the Smart Cities initiative because we believe in the potential of this project to lead to significant and meaningful impact locally, nationally and internationally. Moving forward, [REDACTED] will continue to be involved in the Smart



Letter of Commitment

Cities Initiative contributing where and when our expertise can support the achievement of the outcomes that will make this project a success.

Sincerely,



January 22, 2019

City of Guelph-County of Wellington Smart Cities Initiative
Derrick Thomson
Office of the Chief Administrative Officer
City of Guelph
1 Carden St.
Guelph, ON N1H 3A1

RE: Letter of Support for Canada's First Circular Food Economy – The City of Guelph and County of Wellington's Final Smart Cities Application

Dear Mr. Thomson,

We are delighted to provide this letter of support for the City of Guelph and County of Wellington Circular Food Economy Smart Cities application. The City of Guelph and the County of Wellington have set ambitious targets to increase access to affordable nutritious food by 50%, create 50 new opportunities for circular business and collaborations, and increase circular economic revenue by 50% by recognizing the value of waste. In turn, our 50x50x50 by 2025 goals present an exciting opportunity to develop Canada's first circular food economy.

We recognize that the social determinants of health are a critical factor in the overall health of an individual, and access to nutritious food is not distributed equally across our region. [REDACTED] is committed to leveraging technology and embracing multi-sectoral partnerships to support any initiative that has the potential to improve the health and wellbeing of our residents.

[REDACTED] will make a commitment to the Circular Food Economy by providing **in-kind support** of staff time valued at [REDACTED] over a period of five years (2019-2024).

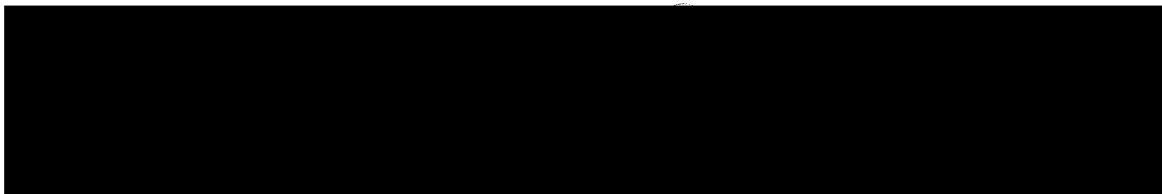
.../2



-2-

As the [REDACTED] has significant involvement in health equity and population health, we believe we are well-positioned to engage in an initiative that promises to address compelling issues facing our organization and others in the City of Guelph and County of Wellington.

Sincerely,



[REDACTED]

ATIA - 13(1)(d)

ATIA - 19(1)

1 March 2019

City of Guelph-County of Wellington Smart Cities Initiative
Derrick Thomson
Office of the Chief Administrative Officer
City of Guelph
1 Carden St.
Guelph, ON N1H 3A1

RE: Letter of Support for Canada's First Circular Food Economy – The City of Guelph and County of Wellington's Final Smart Cities Application

Dear Mr. Thomson,

We are delighted to provide this letter of support for the City of Guelph and County of Wellington circular food economy Smart Cities application. The City of Guelph and the County of Wellington have set ambitious targets to increase access to affordable nutritious food by 50%, create 50 new opportunities for circular business and collaborations, and increase circular economic revenue by 50% by recognizing the value of waste. In turn, our 50x50x50 by 2025 goals present an exciting opportunity to develop Canada's first circular food economy.

[REDACTED]

Food insecurity is a serious [REDACTED] concern because of its relationship with poor nutrition and poor physical and mental health in adults and children. Having economic and physical access to healthy food is vital to eating well, which in turn, plays an important role in an individual's health at any stage of life. [REDACTED] well situated to play a lead role in the projects devoted to increasing access to nutritious, affordable foods due to our knowledge of the food environment and expertise in population health assessment, surveillance, data analytics, knowledge exchange and evaluation. Guelph-Wellington's Smart Cities initiatives are in alignment with [REDACTED]'s strategic directions and multiple Ontario [REDACTED] Standards.

[REDACTED] will make a commitment to the Circular Food Economy by providing in-kind support of staff time, space, and technology valued at [REDACTED] over a period of five years (2019-2024).

Sincerely,

[REDACTED]

[REDACTED]

[REDACTED]

14 January 2019

City of Guelph-County of Wellington Smart Cities Initiative
Derrick Thomson
Office of the Chief Administrative Officer
City of Guelph
1 Carden St.
Guelph, ON N1H 3A1

RE: Letter of Support for Canada's First Circular Food Economy – The City of Guelph and County of Wellington's Final Smart Cities Application

Dear Mr. Thomson,

We are delighted to provide this letter of support for the City of Guelph and County of Wellington circular food economy Smart Cities application. The City of Guelph and the County of Wellington have set ambitious targets to increase access to affordable nutritious food by 50%, create 50 new opportunities for circular business and collaborations, and increase circular economic revenue by 50% by recognizing the value of waste. In turn, our 50x50x50 by 2025 goals presents an exciting opportunity to develop Canada's first circular food economy.


[REDACTED] Our support of this project comes with great enthusiasm as we think about how we can change and improve the health outcomes of our community's families through food. As a large service provider of programs for people of all ages we also provide an excellent platform for education to assist with the change management process that this venture will require our community to go through in order for the hard work to be adopted broadly.


[REDACTED] has significant involvement in food delivery and education and we believe we are well-positioned to engage in an initiative that promises to address compelling issues facing our company and others in the City of Guelph and County of Wellington.


Sincerely,
[REDACTED]

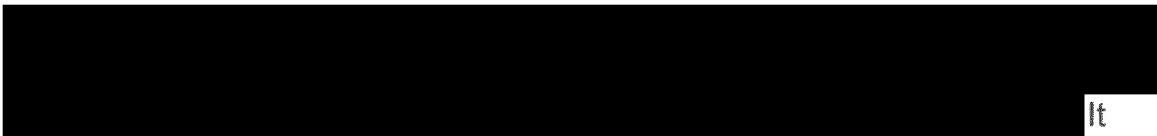



January 31st 2019

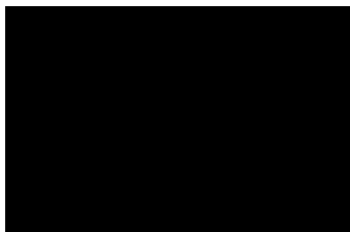
 is strongly supportive of the plans to create Canada's first circular food economy in Guelph and Wellington County.

Our vision and goals fit entirely with those imagined by the Guelph Wellington Smart Cities Challenge. 



 It totally supports the vision of the Circular Food Economy. Our organization has been incorporated  and we plan to be part of the global food changes needed to build urban resilience.

The Smart Cities Challenge will be transformative as we create together a model, sustainable and entrepreneurial food economy leading to more resilience and community wellbeing.



[REDACTED]

5 February 2019

City of Guelph-County of Wellington Smart Cities Initiative
Derrick Thomson
Office of the Chief Administrative Officer
City of Guelph
1 Carden St.
Guelph, ON N1H 3A1

RE: Letter of Support for Canada's First Circular Food Economy – The City of Guelph and County of Wellington's Final Smart Cities Application

Dear Mr. Thomson,

[REDACTED] I am very pleased to provide this letter of support for the City of Guelph and County of Wellington circular food economy Smart Cities application. The project will deliver substantial benefits for our region and for Canada, increasing access to affordable nutritious foods, creating new business opportunities and increasing economic revenue through the development of the nation's first circular food economy.

[REDACTED]

[REDACTED] We continue to expand programming and services [REDACTED] and are working with the City and potential partners to explore further developments for the future. Our existing applied research strengths in such areas as food processing technology, smart manufacturing and advanced recycling technologies may create significant opportunities for collaboration and partnership as the project unfolds.

We would look forward to engaging with partners in the Smart Cities – Our Food Future initiative to address some of Canada's most pressing issues and deliver substantial benefits across our community and beyond.

Sincerely,

[REDACTED]

[REDACTED]

Letter of Support for Canada's First Circular Food Economy

Dear Mr. Thomson,

City of Guelph-County of
Wellington Smart Cities
Initiative
Derrick Thomson
Office of the Chief
Administrative Officer
City of Guelph
1 Carden St.
Guelph, ON N1H 3A1

We are delighted to provide this letter of support for the City of Guelph and County of Wellington circular food economy Smart Cities application. The City of Guelph and the County of Wellington have set ambitious targets to increase access to affordable nutritious food by 50%, create 50 new opportunities for circular business and collaborations, and increase circular economic revenue by 50% by recognizing the value of waste. In turn, our 50x50x50 by 2025 goals present an exciting opportunity to develop Canada's first circular food economy.

March 5, 2019

At

a time when governmental capacity and resources are increasingly strained, innovation in technological and data driven solutions could not be more pressing.

- We utilize both qualitative and quantitative data collection and manage our data through our own database. Through [REDACTED] we aim to adapt our methodology to urgent agendas such as the circular economy approach to food systems. We hope to gain insight into: bringing food system challenges to everyday behavior, facilitating the relationship between government and citizen stakeholders, and making the circular economy more tangible to everyday citizens and decision makers alike

We know that alone, these tools might do more harm than good, but if used with multi-faceted people-orientated design tools, we have a chance promote a design practice that is based on the fundamental human needs we all share. We believe this cross-disciplinary, multi-sectoral project can help us advance existing tools and build new ones.

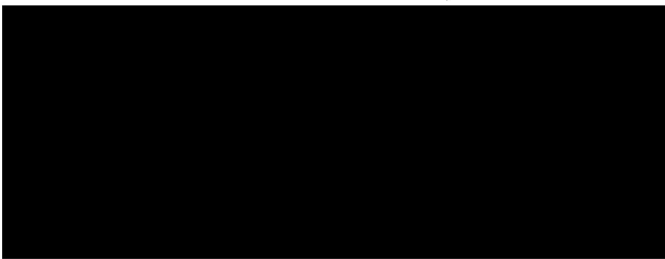
We believe that setting ambitious targets and collaborating across industries and disciplines to meet them, in the way this project describes, can have a huge impact both the health of individual citizens as well as the collective health of communities.

It is the potential of these new economies to repair social fragmentation in communities and encourage people to break out of their digital filter bubbles of homogenous thinking that we are most excited about. These technologies and the layering of data sets gives us the opportunity to uncover connections between different systems and individual behaviours to understand the value creation of place-based activities at a variety of urban scales. This understanding can inform an investment model based on green and social impact investment between partners, be that citizens, city administration, civil society, philanthropic foundations or local investors, stipulation a collaborative process to shape the public realm and maximise shared value.

Given these points, we at [REDACTED] believe we are well-positioned to engage in an initiative that promises to address compelling issues facing our company and others in the City of Guelph and County of Wellington.

Best regards,

[REDACTED]



ATIA - 13(1)(d)

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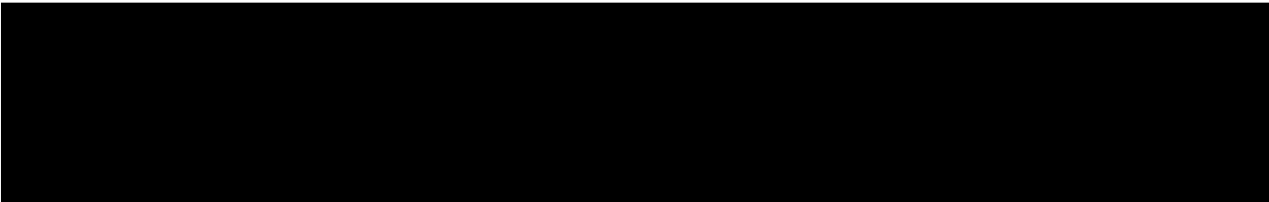
17 January 2019


City of Guelph-County of Wellington Smart Cities Initiative
Derrick Thomson
Office of the Chief Administrative Officer, City of Guelph
1 Carden St., Guelph, ON N1H 3A1



RE: Letter of Support for Canada's First Circular Food Economy – The City of Guelph and County of Wellington's Final Smart Cities Application

Dear Mr. Thomson,

We are delighted to provide this letter of support for the City of Guelph and County of Wellington circular food economy Smart Cities application. The City of Guelph and the County of Wellington have set ambitious targets to increase access to affordable nutritious food by 50%, create 50 new opportunities for circular business and collaborations, and increase circular economic revenue by 50% by recognizing the value of waste. In turn, our 50x50x50 by 2025 goals present an exciting opportunity to develop Canada's first circular food economy.



Access to healthy and nutritious food is a topic of discussion in many medical appointments. One in six families in Guelph-Wellington is food insecure. The cost of healthy food has increased 27% in eight years. Yet, in Canada roughly one-third of food is thrown away. This has enormous economic and environmental impacts. As a community, we need to do a better job of solving the food security burden that affects the health of so many of our residents.  is proud to support the creation of Canada's first food smart community. A circular food economy would improve access to nutritious foods through a "smart" food system that better ensures food security, healthier outcomes, and manages food resources in our diverse community.

 is not able to specify our financial and in-kind commitments at this time. However, as the  has significant involvement in the nutritious foods work stream information gathering and strategy development, we believe we are well-positioned to engage in an initiative that promises to address compelling issues facing our company and others in the City of Guelph and County of Wellington.

Sincerely,

5 March 2019

City of Guelph-County of Wellington Smart Cities Initiative
Derrick Thomson
Office of the Chief Administrative Officer
City of Guelph
1 Carden St.
Guelph, ON N1H 3A1

RE: Letter of Support for Canada's First Circular Food Economy – The City of Guelph and County of Wellington's Final Smart Cities Application

Dear Mr. Thomson,

We are delighted to provide this letter of support for the City of Guelph and County of Wellington circular food economy Smart Cities application.

Drawing on our deep expertise in the food industry, as well as our work across nearly every other sector, we look forward to working in partnership with the Guelph community to drive new outcomes in service a circular economy. [REDACTED] commitment to this project stems from our belief that designing for the circular economy can have great impact at the city-wide scale, helping full ecosystems realize their full circular potential. We look forward to applying our human-centered lens on design to help integrate the potential of this project with the lives of the people of Guelph

[REDACTED] has significant involvement in design for circular economy, we believe we are well-positioned to engage in an initiative that promises to address compelling issues facing our company and others in the City of Guelph and County of Wellington.


Sincerely,

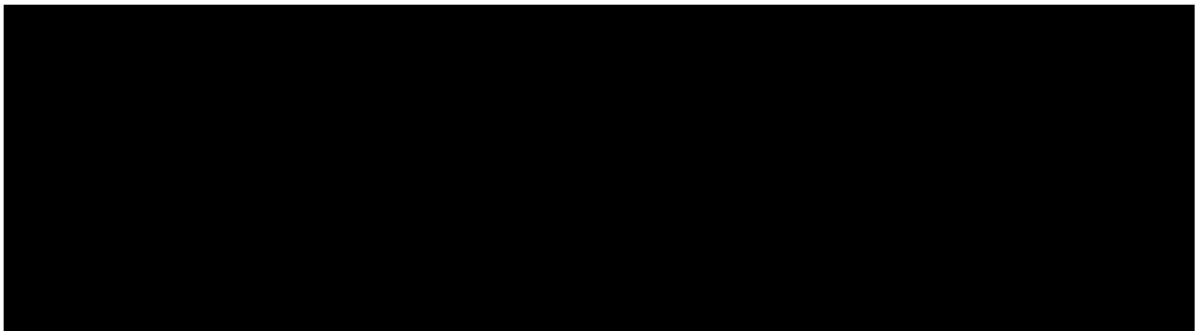
30 January 2019

City of Guelph-County of Wellington Smart Cities Initiative
Derrick Thomson
Office of the Chief Administrative Officer
City of Guelph
1 Carden St.
Guelph, ON N1H 3A1


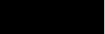
RE: Letter of Support for Canada's First Circular Food Economy – The City of Guelph and County of Wellington's Final Smart Cities Application

Dear Mr. Thomson,

 is very pleased to support the City of Guelph and County of Wellington's circular food economy Smart Cities application.



We have held several conversations with the City of Guelph and the County of Wellington's Circular Food Economy team to learn more about their 50x50x50 by 2025 goals, and the potential for this "Living Lab" for Canada's first circular food economy. We are particularly interested in the focus on new business opportunities and the potential for increased revenue by recognizing the value of waste, and believe this initiative offers a unique opportunity for applied research on environment-economy initiatives for our students and academic network. We also believe that this project will serve as an excellent applied example of circular economy approaches, benefits, and challenges that will be of interest to our broader *Policy Insights* audience (~1,400 public policy decision-makers across Canada and our *Institute Update* audience (~ 4,700 businesses, environment groups, government agencies, and think tanks).

 will make a commitment to the Circular Food Economy by providing **in-kind support** of  per year in communications, outreach and engagement support by sharing findings, insights developed, and activities of the Circular Food Economy project with

[REDACTED]

ATIA - 13(1)(d)

ATIA - 19(1)

our Graduate Student, Academic/Researcher, [REDACTED] and [REDACTED]
[REDACTED] audiences across Canada, and internationally. This in-kind contribution
would tota [REDACTED] over the five-year period of the project (2019-2024).

Sincerely,

[REDACTED]

Monday, March 4, 2019

City of Guelph-County of Wellington Smart Cities Initiative
Office of the Chief Administrative Officer
City of Guelph
1 Carden St., Guelph, ON N1H 3A1

RE: Letter of Support for Canada's First Circular Food Economy – The City of Guelph and County of Wellington's Final Smart Cities Application

Dear Chief Administrative Officer,

I am pleased to confirm the [REDACTED] support and commitment to the City of Guelph and County of Wellington circular food economy Smart Cities application. The City of Guelph and the County of Wellington have set ambitious targets to increase access to affordable nutritious food, create new opportunities for circular business and collaborations, and increase circular economic revenue by recognizing the value of waste. This important initiative will significantly affect the future of food security across Canada, and [REDACTED] is committed to supporting the City and County's Smart Cities application as it moves forward.

[REDACTED]

Throughout the application process, the circular food economy team has sought advice and support from a number of [REDACTED] stakeholders [REDACTED]

[REDACTED] will continue to provide expertise and support, and we are excited to be partnering with the city and county to achieve the ambitious goals related to creating *Canada's first circular food economy*. In particular, [REDACTED] Leadership is willing to continue serving on the Smart Cities Steering Committee and provide expert

[REDACTED]

[REDACTED]

ATIA - 13(1)(d)

ATIA - 19(1)

advice to guide the Smart Cities program. [REDACTED] will support new venture creation by seeking alignments and co-funding opportunities that advance circular business opportunities and collaborations. [REDACTED]

[REDACTED]

[REDACTED]

Though it is difficult to quantify the value of all these different kinds of support [REDACTED] commitments of expertise, project-based support and research access is anticipated to amount to at least [REDACTED] over the next five years.

[REDACTED] we look forward to our continued partnership with the City of Guelph, Wellington County and other community partners, seeing first-hand the impact of Smart Cities and Canada's first circular food economy.

Sincerely,

[REDACTED]

[REDACTED]

January 28, 2019

City of Guelph-County of Wellington Smart Cities Initiative
Derrick Thomson
Office of the Chief Administrative Officer
City of Guelph
1 Carden St.
Guelph, ON N1H 3A1

RE: Letter of Support for Canada's First Circular Food Economy – The City of Guelph and County of Wellington's Final Smart Cities Application

Dear Mr. Thomson,

We are delighted to provide this letter of support for the City of Guelph and County of Wellington circular food economy Smart Cities application. The City of Guelph and the County of Wellington have set ambitious targets to increase access to affordable nutritious food by 50%, create 50 new opportunities for circular business and collaborations, and increase circular economic revenue by 50% by recognizing the value of waste. In turn, the 50x50x50 by 2025 goals present an exciting opportunity to develop Canada's first circular food economy.

[REDACTED]

[REDACTED] will make a commitment to the Circular Food Economy by providing **in-kind support** of staff time valued at [REDACTED] over a period of five years (2019-2024). In addition, we will support the project in our [REDACTED] with community communications and relevant related initiatives.


[REDACTED] has significant involvement in the importance of nutritious food to support [REDACTED] we believe that we are well-positioned to engage in an initiative that promises to address compelling issues facing our [REDACTED] and others in the City of Guelph and County of Wellington.

Sincerely,

[REDACTED]

[REDACTED]

[REDACTED]




19 February 2019


City of Guelph-County of Wellington Smart Cities Initiative
Derrick Thomson
Office of the Chief Administrative Officer
City of Guelph
1 Carden St.
Guelph, ON N1H 3A1


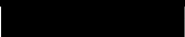



RE: Letter of Support for Canada's First Circular Food Economy – The City of Guelph and County of Wellington's Final Smart Cities Application


Dear Mr. Thomson,

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 are engaged in creative and innovative projects focused on waste reduction and sustainability. Some examples include: development and maintenance of local community gardens, waste reduction challenges, initiated vermi-composting, engaged a nutrition coach and receive credit in hospitality and foods, to name a few.

 Our aspirational goal is to develop a waste reduction plan  that would also include organic waste in partnership with the City of Guelph and County of Wellington. Imagine the changed mindsets we can achieve through educating  who will then help to educate their families and our community.  voice is powerful and we hope to leverage it. This type of shared project has the potential to be a model for other  and cities. To achieve sustainability, it's essential



to start by engaging our children and youth in understanding the compelling "Why?" and empowering them to be responsible for the initiatives in the future.

[REDACTED] is not able to specify our financial and in-kind commitments at this time. [REDACTED]

[REDACTED] has significant involvement in being part of the Smart Cities Steering Committee, we believe we are well-positioned to engage in an initiative that promises to address compelling issues facing our [REDACTED] families and others in the City of Guelph and County of Wellington.

Sincerely,

[REDACTED]

[REDACTED]

14 February 2019

City of Guelph-County of Wellington Smart Cities Initiative
Derrick Thomson
Office of the Chief Administrative Officer
City of Guelph
1 Carden St.
Guelph, ON N1H 3A1

RE: Letter of Support for Canada's First Circular Food Economy – The City of Guelph and County of Wellington's Final Smart Cities Application

Dear Mr. Thomson,

I am pleased to provide a letter of support for the City of Guelph and County of Wellington circular food economy Smart Cities application. The City and County have set ambitious targets to increase access to affordable nutritious food by 50%, create 50 new opportunities for circular business and collaborations, and increase circular economic revenue by 50% by recognizing the value of waste. In turn, our 50x50x50 by 2025 goals present an exciting opportunity to develop Canada's first circular food economy.

[REDACTED] I am committed to working with council and staff to develop programming that meets the needs of both our urban and rural residents. We are pleased to support a project with the goal of improving citizen's lives through innovation, data and connected technology.

[REDACTED] is not able to specify a financial or in-kind commitment at this time. However, we believe we are well-positioned to further engage in this initiative that promises to address compelling issues facing food accessibility, environmental sustainability and economic growth.

Sincerely,

[REDACTED]

[REDACTED]

25 February 2019

Barb Swartzentruber,
Executive Director,
Strategy, Innovation and Intergovernmental Services
City of Guelph
519-822-1260 Ext. 3066

Dear Ms Swartzentruber.

Sister Cities Initiative for the Circular Economy

[REDACTED] following our conversations on the Circular Economy at this year's Annual Meeting of the World Economic Forum in Davos, Switzerland, I write to confirm my support and deep dedication to establishing [REDACTED] Initiative for the Circular Economy with the City of Guelph and County of Wellington, particularly focused on the circular food economy.

I acknowledge the City of Guelph and the County of Wellington have set ambitious targets to increase access to affordable nutritious food by 50%, create 50 new opportunities for circular business and collaborations and increase circular economic revenue by 50% by recognizing the value of waste, reflected in their "50x50x50 by 2025" goals. Those ambitions represent exciting opportunities to develop Canada's first circular food economy.

[REDACTED]

Beyond being an environment where collaboration thrives, the [REDACTED] is an innovative testing ground for potential Circular Economy solutions to be validated, for application [REDACTED] internationally.

[REDACTED]

Across industry sectors, [REDACTED] has a proud heritage of innovation and technology development, including in the agricultural and food production industries. The emergence of disruptive technologies including robotics, artificial intelligence, nanotechnology, quantum computing, biotechnology, the Internet of Things, decentralised consensus, fifth-generation wireless technology (5G), 3D printing and fully autonomous vehicles as part of the Fourth Industrial Revolution (FIR), provides unprecedented opportunities to enhance competitiveness and drive business efficiencies.

Importantly, the [REDACTED] Initiative for Circular Economy will enable businesses in the City of Guelph, the County of Wellington and [REDACTED] to:

- access information on pioneering manufacturing and Circular Economy practices, through global networks;
- explore opportunities to improve business efficiencies, with a key focus on the Circular Economy, smart cities and sustainability;
- be encouraged to establish pilots and scale production to improve supply chains, with a focus on the Circular Economy model, rather than the traditional linear model;

- implement technology solutions towards a Circular Economy by harnessing Fourth Industrial Revolution technologies.

I acknowledge the [REDACTED] Initiative for the Circular Economy is strongly aligned [REDACTED] dedicated to supporting sustainable, future-focused businesses that are vital to the prosperity and future of people [REDACTED]

Further details of specific initiatives associated with the [REDACTED] Initiative for the Circular Economy will be announced shortly. Businesses in the City of Guelph, the County of Wellington [REDACTED] are warmly invited to engage in the beneficial opportunities the [REDACTED] relationship will provide.

Yours sincerely

[REDACTED]

[REDACTED]

[REDACTED]

From: Jennifer Rees-Jones <Jennifer.Rees-Jones@ipc.on.ca>
Sent: Friday, March 1, 2019 2:54 PM
To: Cathy Kennedy
Cc: Nur Ipek
Subject: FW: Feedback PIA

Hello Cathy,

This is to confirm that the Smart City Challenge team from Guelph and Wellington consulted with our office. Thank you for providing the draft Preliminary Rationale Analysis and related documents, and for making revisions based on our feedback.

Regards,

Jennifer Rees-Jones
Senior Policy Advisor
Office of the Information and Privacy Commissioner/Ontario

(416) 326-3876
jennifer.rees-jones@ipc.on.ca



City of Guelph & Wellington County Preliminary Analysis Questionnaire

1. PROJECT AND INSTITUTION

PROJECT TITLE	Smart Cities Challenge
INSTITUTION	City of Guelph and Wellington County
DEPARTMENT	Office of the CAO
PROJECT LEAD	Nur Ipek

2. PIA TEAM

NAME AND TITLE	Jennifer Slater, Manager Information, Privacy and Elections/Deputy City Clerk (PIA Lead)
INSTITUTION	City of Guelph
DEPARTMENT	City Clerk's Office

NAME AND TITLE	Jennifer Adams, Information Management Coordinator
INSTITUTION	County of Wellington
DEPARTMENT	Clerk's Office

NAME AND TITLE	Kim Sommerville, Information and Access Coordinator
INSTITUTION	City of Guelph
DEPARTMENT	City Clerk's Office

3. PROJECT DESCRIPTION

Describe the project, that is, the program, system, application or activity that is the subject of the PIA including its purpose, scope and key objectives. Attach relevant project documentation, if necessary.
The Smart Cities Challenge is a competition through Infrastructure Canada that empowers local governments to address issues their residents face through new partnerships, using the smart cities approach.

1



Our smart cities initiative focuses on making Guelph/Wellington Canada's first technology enabled Circular Food Economy, re-imagining an inclusive food-secure ecosystem that increases access to affordable nutritious food by 50%, where "waste" becomes a resource, 50 new circular businesses and collaborations are created, and circular economic revenues are increased by 50%: 50x50x50 by 2025.

For more information on the Smart Cities submission, see the [initial application](#) and [webpage](#).

4. COLLECTION, USE AND DISCLOSURE

4.1 Identify the kinds of information involved in the project (check all that apply).

	YES	NO	UNKNOWN
Information about individuals in their personal capacity			X
Information about individuals acting in their business, professional or official capacity, for example, name, job title, and business contact information	X		
Information about institutions, for example, for profit and not-for-profit institutions and government institutions	X		
Aggregated, anonymized or de-identified information. Outline in the row below the process followed to aggregate, anonymize or de-identify the information and whether it is possible to identify/re-identify individuals from that information.	X		

The PIA team met with members of the Smart Cities project to determine whether the project involves personal information (PI). The Smart Cities project team did not identify any PI that is currently being collected and they have not yet identified any specific PI that will be collected, used or disclosed during the project.

The project team has identified two data streams which potentially include PI that may be collected in the future, but are not currently being collected:

- Access to nutritious foods stream – Data from public health studies conducted by Wellington-Dufferin-Guelph Public Health and the University of Guelph may be used to identify barriers to accessing food in our community.
- Waste stream – Waste bin RFID data from the City of Guelph may be used to identify food waste trends and opportunities to reduce, repurpose and find value in current food waste.



The types of personal information included in each stream are not known yet, but it is anticipated that the data would be aggregated and de-identified by the original data holders prior to being shared with project partners. A careful analysis of the data streams and a process to aggregate, anonymize and de-identify the information would be established prior to collecting the data and in accordance with the Information and Privacy Commissioner's De-identification Guidelines for Structured Data. In addition, we would document the method for de-identification and seek expert advice on de-identification when necessary.

In the event that we determine that the collection of personal information is necessary in consultation with the Ontario Information and Privacy Commissioner (IPC), we will follow the commitments outlined in this document and in the city/county's policies, and also commit to working further with the IPC on a more comprehensive review and on identifying the additional and appropriate measures that need to be put in place to protect privacy.

4.2 Identify the kinds of personal information that will be collected, used, retained, disclosed, secured and disposed of (check all that apply).

	COLLECT	USE	RETAIN	DISCLOSE	SECURE	DISPOSE
No personal information						
Unknown at this time (Please explain why in row below.)	X	X	X	X	X	X
<p>It is anticipated that both existing (e.g. public health studies) and new data (e.g. surveys) may be used for the Smart Cities initiatives; however, specific data has not yet been identified so it is unknown what (if any) PI will be collected, used, or disclosed.</p> <p>A review process will be implemented when using existing data that includes PI collected by partner organizations that is identified as relevant and necessary for the Smart Cities project. The data holder will be responsible for reviewing the original purpose of collection and notice used at the time of collection. They will be responsible for ensuring that any proposed new use is a consistent purpose in accordance with section 32(c) of MFIPPA. Alternatively, they will be responsible for getting additional consent if a proposed new use is not consistent with the original purpose of collection. This review process will be established to ensure data is only used for the purpose for which it was collected or a similar purpose to prevent function creep.</p> <p>Once the above review process has been completed, if existing data that includes PI is used, it will be aggregated and/or de-identified whenever possible. If personally identifiable information is required for the project, the need for that personal information point will be documented and reviewed in order to determine any limits on its collection, use and disclosure and to identify the</p>						



authority for the collection, use and disclosure before any action in relation to that personal information is taken. This work will be carried out in consultation with the IPC.

Any new collection of personal information would be done in accordance with relevant privacy legislation (e.g. MFIPPA) and organizational access and privacy policies (see attached city/county policies). In addition, a Privacy Impact Assessment (PIA) screening tool (see attached screening tool) would be used to determine if the proposed collection involves PI and if it does a full PIA will be conducted to identify the legal authority for the actions to be taken and identify the measures that should be taken to protect privacy.

List the types of personal information involved in the project and indicate in the columns on the right whether this personal information will be collected, used, disclosed, retained, secured or disposed of. (Add rows as necessary.) If third parties will be involved in the project, think about what they may be doing with personal information as well. (Add rows as necessary.)

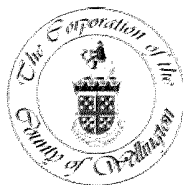
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At this stage in the project it is too early to identify specific PI that will be collected, used or disclosed.

If the project progresses, it is anticipated that data sharing agreements will be developed and signed by all partners (see attached sample city/county data sharing agreements). These agreements will clearly set out the legal authorities for the collection, use, and disclosure and the authorized purposes and parties as well as breach reporting processes (see attached draft privacy breach protocols – please note these are still pending final approval) should unauthorized access or use occur.

Although not implemented yet, the Smart Cities project plan includes the establishment of a secure platform to enable the secure transfer and sharing of data between approved partners. This platform will be hosted in Canada on secured servers managed by a third party service provider and it will be used for data transfer only (data will not be stored locally on the third party servers). Access to the platform will only be granted to authorized parties who have signed a data sharing agreement, taken any required training, and have reviewed and are aware of privacy and security processes to be followed when collecting, using and disclosing data.

The secure data sharing platform will include technical measures to ensure any access and use of data is authorized. These include access audit logs, security permissions and secure log-ins as well as the ability to flag and restrict access to data sets. Prior to sharing any data sets that include PI through the data sharing platform a full PIA and consultations with the IPC will be conducted. The platform will have the ability to configure specific security roles to ensure that access to any personal information will be limited to those individuals with the legal authority and a specific project-related need to access it. Each partner will have identified points of contact and a system administrator responsible for uploading and setting access permissions to any data they share



through the platform. There will also be a central point of contact for data collected specifically by the Smart Cities project.

	COLLECT	USE	RETAIN	DISCLOSE	SECURE	DISPOSE
List each element of non-personal information that, when combined or linked, may enable identification of an individual, and indicate in the columns on the right whether that information will be collected, used, disclosed, retained, secured or disposed of. (Add rows as necessary.)						
<p>Currently, it is too early to identify specific data sets and/or PI that will be shared by project partners through the data sharing platform but we recognize that when data, including de-identified personal information, is connected there is a risk of re-identification or of data displaying trends or patterns that are not apparent in individual data sets. This can be mitigated through review and approval processes prior to data being shared on the data sharing platform and by ensuring adequate de-identification under the supervision of a de-identification expert and in consultation with the IPC.</p> <p>Prior to disclosing any data, data holders will conduct an initial review to remove any PI that is not needed and to verify the data is de-identified. A second data intake process would be overseen by a central Smart Cities data governance role who will verify if there are any privacy concerns with the data being shared in connection to any of the existing data being stored in the platform. Any issues or questions would be identified and resolved prior to data being uploaded or disclosed. This could follow a similar review and approval process as when open data sets are shared on the City of Guelph's open data webpage. If necessary, we will seek advice from a de-identification expert and from the IPC.</p>						

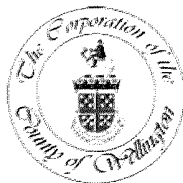
4.3 To whom does the personal information relate?

List all the individuals whose personal information will be involved in the project, that is, the data subjects.

If we collect, use, or disclose PI, it will likely relate to residents, including students, and potentially small business owners.

5. PRIVACY LEGISLATION

5.1 Identify applicable privacy legislation (check all that apply).



	YES	NO	UNKNOWN
<i>Freedom of Information and Protection of Privacy Act</i>	X		
<i>Municipal Freedom of Information and Protection of Privacy Act</i>	X		
None or other (Please explain below.)	X		

*If we do not collect, use or disclose personal information, then privacy laws will not apply. If we do decide that collection, use or disclosure of personal information is necessary, the following laws apply:

Partners involved in the Smart Cities project will include:

- The City of Guelph
- The County of Wellington
- Wellington-Dufferin-Guelph Public Health
- The University of Guelph
- The Local Health Integration Network (LHIN)
- Local businesses such as The Seed Community Food Project
- Local school boards
- Other local community organizations (food banks, etc.)

These partners have privacy obligations under a range of legislation, including *Freedom of Information and Protection of Privacy Act*, *Municipal Freedom of Information and Protection of Privacy Act*, *Personal Health Information Protection Act* and *Personal Information Protection and Electronic Documents Act*.

Overarching policies, procedures and training will be developed to address the various requirements and establish consistent privacy, security and retention standards that all partners are required to meet in order to participate in initiatives involving data sharing. Standards will be established to meet the highest-level requirements under FIPPA, MFIPPA, PHIPA and PIPEDA and all participants will be trained and sign off on the use of these standards in a data sharing agreement prior to being involved. A centralized governance framework will be established from the beginning of the Smart Cities initiatives to ensure oversight and that standards are being met.

5.2 Public Records and Excluded Personal Information

	YES	NO	UNKNOWN
Identify any personal information that will be maintained for the purpose of creating a record that is available to the general public. What is the type of personal information, and why and how is it made available to the general public? (Please explain in row below.)		X	



At this time there are no plans to maintain PI for the purpose of creating a record that is available to the general public.

Identify any personal information that will be excluded from the application of the acts by section 65 of *FIPPA* and section 52 of *MFIPPA*. What is the type of personal information and why is it excluded? (Please explain in row below.)

X

N/A

6. CONCLUSION

Indicate whether or not you will proceed with the PIA process and the reasons for your decision.

The PIA team met with members of the Smart Cities project to determine whether the project involves personal information (PI). The Smart Cities project team did not identify any PI that is currently being collected and they have not yet identified any specific PI that will be collected, used or disclosed during the project. It is anticipated that the project may involve the collection, use or disclosure of PI in the future, so a Pre-Privacy Impact Assessment was conducted; however, it could not address specific privacy implications, information flows, or descriptions of PI to be collected, used or disclosed because specific PI has not been identified yet. Therefore, at this stage it is too early to proceed with a PPIA or PIA. We intend to rely on aggregate/de-identified data whenever possible, but if we determine that the collection, use or disclosure of personal information is necessary it will follow the commitments outlined here and in the city/county's policies and we will consult with the IPC to ensure that steps are taken to protect privacy and comply with applicable privacy laws.

If funding is secured and the project progresses it is anticipated that a central governance position and oversight body for the Smart Cities project will be created. Data governance will ensure policies and procedures are followed and provide a central resource for partner organizations looking for information or assistance. We are committed to ensuring that everyone involved from partner organizations will receive adequate privacy training that will enable them to make informed decisions about when and how to appropriately limit the collection, use and disclosure of PI and protect privacy in accordance with relevant privacy legislation.

Although it is too early to do a full privacy impact assessment, both the City of Guelph and Wellington County have a clear understanding of relevant privacy legislation as well as the principals of consent and authority to collect, use and disclose PI; established privacy policies and PIA procedures in place; and are committed to working with the Information and Privacy Commissioner as the project moves forward.

THIS MUTUAL CONFIDENTIALITY AND NON-DISCLOSURE AGREEMENT made this * day of *,
2016

BETWEEN:

THE CORPORATION OF THE CITY OF GUELPH

(the "City")

And

(" ")

(each a "Party" and collectively, the "Parties")

WHEREAS:

1. The City....
2. The Parties wish to establish the conditions for entering into negotiations to XXX and to define the rights and obligations of each party with respect to the handling and disclosure of Confidential Information that may be disclosed by either Party in connection the negotiations for XXX (the "Purpose");

THE PARTIES AGREE AS FOLLOWS:

Definitions

1. In this agreement,
 - (a) Subject to any additions or exclusions in this agreement, "Confidential Information" means any non-public data or information, tangible or intangible that is of value to the Disclosing Party and is not generally known to the general public, in the industry of each of the Parties or to competitors of the Disclosing Party. Confidential Information shall include:
 - (i) tangible information, marked by the Disclosing Party with the word "Confidential" or like designation;
 - (ii) information disclosed orally or visually and identified by the Disclosing Party as confidential when disclosed, and confirmed by the Disclosing Party in a written notice within thirty (30) days following disclosure;
 - (iii) all other information that, notwithstanding the absence of markings or designations, would be understood by the parties, exercising reasonable business judgment, to be confidential; and

- (iv) specifically, information regarding the fact the negotiations are occurring and the content of the negotiations between the parties.
- (b) "Disclosing Party" means a Party that discloses Confidential Information to the other Party;
- (c) "Receiving Party" means a Party that receives Confidential Information from the other Party
- (d) "Representatives" of a Party means the directors, officers, employees, consultants and agents of a Party.

Information that is Not Confidential

2. Confidential Information does not include information that:
- (a) is or becomes available in the public domain through no act of the Receiving Party;
 - (b) is disclosed to the Receiving Party on a non-confidential basis by a third party who is not bound by any confidentiality obligation to the Disclosing Party;
 - (c) was already known by the Receiving Party without any obligation of confidence prior to disclosure; or
 - (d) was developed independently by the Receiving Party without reliance on the disclosed Confidential Information, provided that such independent development can be substantiated.

Obligation re Non-Disclosure

3. The parties mutually agree to hold each other's Confidential Information in strictest confidence and, unless specifically authorized in writing by the Disclosing Party, the Receiving Party shall:
- (a) use Confidential Information solely for the Purpose;
 - (b) take all reasonable precautions, and in any event at least as great as those precautions used to protect its own Confidential Information, but no less than reasonable care, to keep the Confidential Information in the strictest confidence and to protect it from disclosure;
 - (c) restrict disclosure of the Confidential Information of the other party to those of its Representatives who (i) need to know such information for the fulfillment of the Purpose, and (ii) are informed by such party of the confidential nature of such information;
 - (d) not reproduce, summarize or copy in whole or in part any Confidential Information except as may be necessary for the internal use of the Receiving Party in the course of the Purpose; and

- (e) at the request of the Disclosing Party, promptly delete, destroy or return to the Disclosing Party any and all tangible material containing any Confidential Information, including all copies made, whether such material was made or compiled by the Receiving Party or furnished by the Disclosing Party.

Breach

- 4. The Receiving Party shall be responsible for any breach of this Agreement by its Representatives (including its Representatives who, subsequent to the first date of disclosure of Confidential Information hereunder, become former Representatives). The Receiving Party shall notify the other party immediately upon discovery of any unauthorized disclosure or use of Confidential Information or any other breach of this Agreement and shall take all necessary measures to restrain its Representatives (and former Representatives) from such breach.

Disclosure

- 5. XXX acknowledges that the City of Guelph is subject to the *Municipal Freedom of Information and Protection of Privacy Act*, R.S.O. 1990 c.M.56 and this agreement and any Confidential Information provided by XXX to the City may be subject to a freedom on information request.
- 6. If a Receiving Party is required or becomes compelled to disclose any Confidential Information of the Disclosing Party, pursuant to law or a judicial or administrative order or decree, the Receiving Party shall, provided that this is not prohibited by a court or other lawful authority from doing so, promptly notify the Disclosing Party in writing, and cooperate with the Disclosing Party in taking legally available steps to resist or limit the disclosure and to maintain confidentiality by the court or administrative body.
- 7. Nothing in this Agreement shall be construed as: (a) requiring a party to disclose to the other party, or to accept from the other party, any particular information; or (b) granting any rights, under any trade-mark, trade-name, patent, registered design, copyright, design right, intellectual property right, or any similar right belonging to either party; or (c) either party making any representation or warranty as to the accuracy or completeness of any Confidential Information disclosed pursuant to this Agreement and the Disclosing Party shall not be liable for any errors or omissions in the Confidential Information or for the utilization and results of the utilization of the Confidential Information.
- 8. The Parties shall not provide any information relating to the matters set out in section 2(b) to any media or answer any media inquiries regarding those matters, without the agreement of both Parties.

General

9. Nothing in this Agreement nor the acts of the Parties shall be construed, implied or deemed to create an agency, partnership or joint venture relationship, or any transaction whatsoever, between them.
10. This Agreement is not intended to, and does not, obligate either Party to enter into any further agreements or to proceed with any other transaction.
11. This Agreement may not be assigned in whole or in part by either party without the prior written consent of the other party.
12. The obligations of confidentiality set forth in this Agreement are in addition to, and not in substitution for, any and all other obligations and duties of confidentiality which either Party may from time to time owe to the other of them whether at law, in equity, under statute, under contract or otherwise.
13. Each Receiving Party acknowledges that, in the event of a breach by it of any of the provisions of this Agreement, the Disclosing Party may not have an adequate remedy in monetary damages. Accordingly, the Disclosing Party shall, in addition to other available legal or equitable remedies, be entitled to an injunction against such breach or any threatened breach.
14. This Agreement shall be governed by the laws in force in the Province of Ontario and the parties submit to the jurisdiction of the Courts in Ontario.
15. Any notice required to be given under this Agreement shall be in writing and shall be sent by mail, delivered personally or sent by confirmed facsimile or acknowledged email transmission to the addresses set out in the signature portion of this Agreement, or such other address as the parties may from time to time advise each other in writing.
16. This Agreement shall be in force for a period of five (5) years from the Effective Date, unless terminated earlier by any party by giving a thirty (30) day notice in writing to the other party of its intention to terminate. Termination of this Agreement shall not, however, affect the rights and obligations with respect to Confidential Information disclosed hereunder prior to termination. The confidentiality and non-use obligations of each party as a Receiving Party shall survive the expiration or termination of this Agreement for a period of five (5) years.
17. This Agreement is the entire Agreement between the parties concerning the matters referred to herein. Any amendments to this Agreement must be in writing and signed by each party.
18. The failure of a party to enforce at any time or for any period of time any of the provisions of this Agreement shall not constitute a waiver of such provisions or the right of that party to enforce each and every provision. A waiver of a failure to comply hereunder shall be effected

only in writing, signed by the waiving party and shall not constitute a waiver of any other failures to comply hereunder.

19. In case any one or more of the provisions contained in this Agreement shall, for any reason, be held to be invalid, illegal, or unenforceable in any respect, such invalidity, illegality, or unenforceability shall not affect any other provision of this Agreement, but this Agreement shall be construed as if such invalid, illegal, or unenforceable provision had never been contained herein.
20. Each party represents and warrants to the other that it has all requisite power and authority to enter into this Agreement and to perform its obligations and that this Agreement has been duly authorized, executed and delivered by it and constitutes a valid and binding obligation, enforceable against it in accordance with its terms.
21. This Agreement shall ensure to the benefit of and be binding on the parties hereto, their successors and permitted assigns.
22. This Agreement may be executed in counterparts, each of which shall be deemed to be an original and all of which together shall constitute one and the same instrument, and may be delivered by facsimile or other electronic form.

IN WITNESS OF THEIR AGREEMENT, THE PARTIES' AUTHORIZED SIGNATORIES HAVE EXECUTED THIS AGREEMENT.

Date:

THE CORPORATION OF THE CITY OF GUELPH

Per: _____
I have authority to bind the corporation.

Date:

Per: _____
Title: _____

Per: _____
Title: _____

We have authority to bind the corporation

CONFIDENTIALITY AGREEMENT

In consideration of \$1.00 and being granted access to certain information specified below,
_____ (the "Consultant") hereby agrees with The Corporation of the
City of Guelph (the "City") as follows:

1. "Confidential Information" means confidential, secret or proprietary information of the City, received from the City, and includes personal information as defined in the *Municipal Freedom of Information and Protection of Privacy Act*, including employment and payroll information, regardless of the form or medium of the information or the means of transmitting or sharing it.
2. The Consultant shall retain the Confidential Information in trust and confidence in a physically secure location and shall ensure that no person has access to the Confidential Information except with the prior written approval of the City.
3. The Consultant shall not, unless approved in writing, in advance, by the City, use the confidential Information for any purpose other than the purpose for which such Confidential Information was provided to the Consultant by the City.
4. The Consultant shall not disclose the Confidential Information to any person except with the prior written approval of the City.
5. Upon the written direction of the City, the Consultant shall immediately destroy or return to the City, all the Confidential Information.
6. The Consultant shall indemnify the City against all losses whatsoever that the City may suffer because of any breach of this agreement by the Consultant or any person for whom the Consultant is responsible.
7. If any provision of this agreement is breached, the Consultant shall immediately so notify the City.
8. The Consultant shall ensure that all the Consultant's affiliates, directors, officers, shareholders, principals, partners, associates, employees, subcontractors and agents comply with every provision of this agreement and the Consultant shall be equally responsible with any such person who breaches any such provision.

Signed by the Consultant in the City of Guelph on _____

(Print name of Consultant)

(Date)

(Authorized signature)

(Print name and title of person signing)

CORPORATE POLICY AND PROCEDURE



POLICY	Access and Privacy Policy
CATEGORY	Corporate Services
AUTHORITY	City Clerk's Office
RELATED POLICIES	Video Surveillance Policy, Records and Information Management Policy, Acceptable Use Policy, Bring Your Own Device (BYOD), Code of Conduct for Council and Local Boards, Accountability and Transparency Policy
APPROVED BY	Executive Team
EFFECTIVE DATE	March 23, 2017

POLICY STATEMENT

The City of Guelph is committed to being open, accessible and transparent while protecting the privacy of individuals.

City records are public documents, subject to legislative exemptions, and are available for review in accordance with established procedures.

The protection of personal information is a legislated obligation under the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA), and the Personal Health Information Protection Act (PHIPA).

PURPOSE

The purpose of this policy is to ensure compliance with the requirements of MFIPPA and PHIPA by establishing principles and practices that facilitate access to public records while protecting the privacy of personal and confidential information.

This policy is designed to ensure fair and equitable access to corporate records and information in the custody and control of the City. It also establishes the roles, responsibilities, and operational requirements around how personal information is collected, used, disclosed and disposed of by the City.

SCOPE

This policy applies to all City employees, including full-time, part-time, casual, contract, volunteer and co-op placement employees.

This policy applies to all corporate records and all personal information managed by the City, and is not limited to the scope of any individual statute or regulation.

This policy applies to the records and information of the Office of the Mayor and members of Council that are created and used for the purpose of carrying out City business.

POLICY

Access to information

The City recognizes the public's right to access information in corporate records within its custody and control as an essential function of open government, accountability and transparency.

Access to information can be provided under one of the following procedures:

1. Public record request - Employees will provide access to, or give a copy of, a record that has been created or maintained as part of a public process.
2. Routine disclosure request - Employees will provide access, to or give a copy of, a record that is clearly outlined as part of a department level routine disclosure plan.
3. Freedom of information request - The City Clerk or delegated employees provide access to, or give a copy of, a record that contains personal or sensitive information and requires legislative review not otherwise public or set out under routine disclosure in accordance with the formal freedom of information procedure.

See related procedures for more information on the three access processes.

In order to facilitate access to corporate records, the City acknowledges the role that strong records and information management (RIM) practices play in preventing records from being lost or inappropriately deleted, reducing search times and fees associated with mishandled information and reducing the risk of privacy breaches.

Identity of requestors

Requestors' identities are protected and are only disclosed when there is a clear need in order to facilitate an access to information request or as required by legislation.

Access decisions in response to requestors exercising their right to access City information will be made in a consistent manner regardless of the requestors' identity.

Duty to assist

Employees have a duty to ensure every reasonable effort is made to assist requestors, by providing complete, accurate and timely responses to their request using the appropriate access to information process. This includes working with City Clerk's staff and responding to requests for records as part of the Freedom of Information process in a timely manner.

Obstructing right of access

In accordance with MFIPPA, it is an offence to willfully alter, conceal, destroy/delete, or cause any person to do so, with the intention of denying access to a record or information contained in a record.

Protection of privacy

Collection of personal information

MFIPPA and PHIPA govern the circumstances under which personal information may be collected. The City has adopted the following practices to standardize how the City collects personal information.

1. Personal information collected by employees is limited to only that which is required in order to administer the programs and services of the City.
2. When collecting personal information employees will:
 - Collect personal information directly from the individual to whom the information relates, with limited exceptions;
 - Make every attempt to ensure the accuracy and integrity of the personal information collected;
 - Prior to collection, provide notice or obtain the necessary consent as prescribed by the relevant legislation;
 - Inform individual(s) of the legal authority by which the information is being collected. This information is to be included on all City forms where personal information is being collected;
 - State the principal purpose(s) for which the personal information is to be used; and
 - Provide the contact information of the appropriate employee position that will be answer questions regarding the collection.

Use of information

Personal information collected by the City is used for the purpose or activity for which it was originally collected or for a consistent purpose. The use of personal information for any other purpose is permitted with the consent of the individual to whom the information relates, or in accordance with the legislation.

Protection of information

To protect the personal information within the custody and/or control of the City the following standards apply:

1. Access to personal information is restricted to only those employees requiring access in order to carry out their duties.
2. Personal information is not disclosed to members of the public, Council or other employees without the consent of the individual to whom the information relates, or in accordance with legislation.
3. Personal information is not discussed in public areas where it may be overheard by others who are not otherwise authorized to have such information.
4. Personal information is not left exposed or visible on desks or computer screens. Employees should lock computer screens and put physical records containing personal information away when not in use.
5. Records and files containing personal information are not removed from City worksites, unless required to complete duties and responsibilities of the position.
6. If documents are opened or reviewed in public places, the personal information contained in the records is protected.
7. System, software and email passwords allowing access to personal information are not shared or disclosed to others.
8. Cabinets or storage locations containing personal or confidential information are secured at the end of each day or when not in use.
9. External storage devices, such as USB sticks or external drives, are appropriately protected by being locked in a drawer or cabinet and/or are password encrypted.
10. Keys to secure storage areas are not left in open or obvious places.
11. Documents containing personal or confidential information are retrieved from the printer or fax machine in a timely manner.
12. Secure destruction is done by securely shredding sensitive documents or wiping digital storage devices. Records or digital storage devices are not placed in the garbage or recycle bin.
13. When a meeting is completed all personal or confidential materials are removed from the room, wiped from boards and flipcharts and computers signed out of.

Personal information is protected at all times against unauthorized access, loss, theft, and inadvertent destruction or damage. Security measures include administrative, technical and physical safeguards.

Records are stored in a manner that prevents loss through misplacement, deterioration, accidental destruction, theft and unauthorized or inappropriate access.

Security provisions are included in contracts with outside providers of records and information storage or disposal services.

Disclosure of information

The disclosure of personal information is administered in accordance with MFIPPA, PHIPA and City procedures. Where disclosure is not clearly authorized under legislation, the City will get consent to disclose prior to doing so.

Retention of information

The City will not retain any personal information for longer than is required for the provision of City programs and services, in accordance with the records retention by-law or subject to legislation.

RESPONSIBILITY

The Chief Administration Officer (CAO) will:

- Provide oversight and compliance with this policy by all City employees.

Deputy Chief Administration Officers (DCAO's) will:

- Administer and communicate this policy broadly to all employees in their service areas;
- Promote a culture and business practices that ensure City information is shared and accessible to the greatest extent possible, while respecting privacy requirements of personal information and other confidentiality obligations; and
- Integrate the protection of personal and confidential information into the development, implementation, evaluation and reporting activities of service area programs and services.

The City Clerk and delegated employees will:

- Act as the Head under MFIPPA and as provided for through Council delegation;
- Be accountable for overseeing the administration of MFIPPA and PHIPA within the municipality and for decisions made under the above legislation;
- Ensure oversight of and compliance with this policy;
- Develop and implement policies, programs and services to ensure awareness of access to information processes and protection of personal information based on Access by Design and Privacy by Design principles;
- In partnership with service areas, ensure implementation of this policy, review practices for collecting and managing personal information, and consult with employees to meet privacy requirements as identified in this policy, applicable legislation, privacy standards and procedures;

-
- Investigate and respond to complaints regarding the misuse of personal information or reports of privacy breaches following the City's Privacy Breach Protocol;
 - Provide recommendations and sign-off on any privacy impact assessments prior to the implementation of a new application, system, program or service involving the collection or use of personal information or personal health information;
 - Develop standards, procedures, guidelines, training material and other tools as required, to assist members of Council, employees and the public on matters pertaining to the collection, use and disclosure of information;
 - Ensure that legislative updates are incorporated into the City's collection, use and disclosure processes;
 - Ensure that adequate disposal processes for personal information are in place and adhered to;
 - Be responsible for the receipt, coordination, response and sign off for all formal freedom of information requests received pursuant to MFIPPA and PHIPA in collaboration with all departments; and
 - Assist the public with requests for access to information as required.

The General Manager Human Resources will:

- In partnership with the City Clerk, establish a training and education plan, including the development of online and in person learning opportunities to improve awareness of access and privacy requirements; and
- Build access and privacy awareness into all new employee orientation programs.

The General Manager Technology and Innovation will:

- In partnership with the City Clerk, implement Access by Design and Privacy by Design principles in enterprise architecture, IT policies, standards, procedures and technologies where appropriate;
- Create privacy and security standards for technologies that will ensure adequate safeguards and compliance for those technologies or technical processes that collect, use, disclose or retain personal information; and
- Ensure privacy impact assessments are conducted on all new systems or applications involving the collection or use of personal information prior to implementation.

General managers, managers and supervisors will:

- Ensure personal information is collected, used disclosed and disposed of in accordance with legislation and in compliance with this policy;
- Implement this policy and communicate requirements to the employees under their direction;
- Receive public record or routine disclosure requests from the public and from individuals wishing access to or correction of their own information;
- Respond to requests for records from the City Clerk's Office in relation to freedom of information requests;

-
- Ensure proper notice is given and/or the required level of consent is obtained prior to the collection or use of all personal information;
 - In collaboration with the City Clerk and Procurement/Purchasing staff, require vendors and contractors comply with this policy and that privacy rules and concerns are referenced in all procurement documents;
 - Require employees, vendors and/or contractors maintain a level of privacy awareness appropriate to their responsibilities;
 - Inform employees of the legal and administrative consequences of any inappropriate or unauthorized access to, or collection, use, disclosure or disposition of, personal information related to a particular program or activity;
 - Ensure programs and services within their departments integrate protection of personal privacy requirements into development, implementation, evaluation and reporting activities;
 - Ensure privacy impact assessments are conducted on any new programs, services or technologies involving the collection or use of personal information prior to implementation; and
 - Promote a culture and business practices that ensures City information is shared and accessible to the greatest extent possible while respecting security and privacy requirements of personal information.

Employees will:

- Understand their responsibilities to provide access to information, as well as, protect privacy in executing their operational duties;
- Take access and privacy awareness training for the appropriate handling of personal information to understand their responsibilities;
- Be aware of their access and privacy responsibilities noted in the other City policies;
- Assist the public with access to information requests under the public record or routine disclosure procedures as required;
- Respond to requests for records from the City Clerk's Office in relation to freedom of information requests; and
- Adhere to information management requirements contained in records and information management policies and procedures of the City, including the records retention by-law.

MONITORING AND REPORTING

The City Clerk's Office monitors compliance, engagement and awareness of this policy with:

- access to information reporting documents under the routine disclosure and freedom of information processes;
- the results of audits;
- training and education session evaluations; and
- employee surveys.

This policy is reviewed a minimum of once per calendar year to ensure its effectiveness and compliance with legislation and current business processes or as required based on legislative changes.

For further information regarding this policy please contact the Program Manager Information, Privacy and Elections at 519-822-1260 extension 2605 or privacy@guelph.ca.

REFERENCE MATERIAL

Municipal Freedom of Information and Protection of Privacy Act

http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90m56_e.htm

Personal Health Information and Protection Act

http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_04p03_e.htm

Information and Privacy Commissioner

<http://www.ipc.on.ca/english/Privacy/>

APPENDIX A: DEFINITIONS

Access by design is the access standard developed by the Information and Privacy Commissioner of Ontario that the City utilizes to embed access to information into the design and development of new applications, systems, programs and services in order to facilitate compliance with access to information principles.

City means the Corporation of the City of Guelph.

Consistent purpose means personal information collected by the City of Guelph is used for the purpose for which it was collected or similar consistent purposes when carrying out City business. The individual to whom the information relates might reasonably expect the use/disclosure of their personal information for those consistent purposes.

Control (of a record) means the power or authority to make a decision about the use or disclosure of a record.

Custody (of a record) means the keeping, care, watch, preservation or security of a record for a legitimate business purpose. While physical possession of a record may not always constitute custody, it is the best evidence of custody.

Destruction is the physical or electronic disposal of records or data by means of shredding, recycling, deletion or overwriting. This also includes the destruction of records or data residing on computers and electronic devices supplied or paid for by the Corporation.

Freedom of information request- means a formal request for access to records made under the *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA).

Head refers to the City Clerk.

Information and Privacy Commissioner means the Information and Privacy Commissioner of Ontario (commonly referred to as the IPC). The IPC hears appeals of decisions made by Heads of institutions, issues binding orders, conducts privacy investigations, and has certain powers relating to the protection of personal privacy as set out in the *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA).

Institution means the Municipality.

Integrity Commissioner means the City Council appointed official responsible for addressing requests to investigate and recommend penalties for suspected contraventions of the Code of Conduct for Council and Local Boards.

Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) means legislation that governs access to and the privacy of municipal records.

Personal information means recorded information about an identifiable individual including:

- a) Information relating to the race, national or ethnic origin, colour, religion, age, sex, sexual orientation, or marital or family status of the individual;
- b) Information relating to the education or the medical, psychiatric, psychological, criminal or employment history of the individual or information relating to the financial transactions in which the individual has been involved;
- c) Any identifying number, symbol, or other particular assigned to the individual;
- d) The address, telephone number, fingerprints or blood type of the individual;
- e) The personal opinions or views of the individual except if they relate to another individual;
- f) Correspondence sent to an institution by the individual that is implicitly or explicitly of a private or confidential nature, and replies to that correspondence that would reveal the contents of the original correspondence;
- g) The views or opinions of another individual about the individual, and
- h) The individual's name if it appears with other personal information relating to the individual or where the disclosure of the name would reveal other personal information about the individual.

Personal health information means identifying information about an individual in oral or recorded form, if the information:

- a) Relates to the physical or mental health of the individual, including information that consists of the health history of the individual's family;
- b) Relates to the providing of health care to the individual, including the identification of a person as a provider of health care to the individual;
- c) Is a plan of service within the meaning of the *Home Care and Community Services Act, 1994* for the individual;
- d) Relates to payment or eligibility for health care, or eligibility for coverage for health care, in respect to the individual;
- e) Relates to the donation by the individual of any body part or bodily substance of the individual or is derived from the testing or examination of any such body part or bodily substance;
- f) The individual's health number; or
- g) Identifies the individual's substitute decision maker.

Privacy breach means an incident involving unauthorized disclosure of personal information, including it being stolen, lost or accessed by unauthorized persons.

Privacy by design is the privacy standard developed by the Information and Privacy Commissioner of Ontario that the City utilizes to embed privacy and data protection into the design and development of new applications, systems, programs and services, in order to facilitate compliance with privacy and data protection principles.

Privacy Impact Assessment (PIA) is the process for identifying, assessing and mitigating privacy risks. The City develops and maintains privacy impact assessments for all new or modified programs that involve the use of personal information or personal health information for an administrative or operational purpose.

Public record request means a request for records or information that has passed through an open public process, thereby making them public documents, that can be provided to the requestor without needing to go through a routine disclosure or freedom of information process.

Record means any unit of information however recorded, whether in printed form, on film, by electronic means, or otherwise, and includes correspondence, memoranda, plans, maps, drawings, graphic works, photographs, film, microfilm, sound recordings, videotapes, machine readable records, an e-mail and any other documentary material regardless of physical form or characteristics, made or received in the course of the conduct of City business.

Records retention by-law means the most recent by-law passed that contains the schedule and the length of time City business records must be retained for before it may be disposed of in order to meet business needs and legislative requirements.

Routine disclosure request means a request for routine records, listed in a department routine disclosure plan, that can be made and released at the department level without the requirement of a Freedom of Information Request pursuant to MFIPPA.

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PURPOSE

To aid staff in identifying a privacy breach and to provide information on how to proceed in the event one occurs.

SCOPE

This protocol applies to all City employees, including full-time, part-time, casual, contract, volunteer and co-op placement employees and third party service providers.

This protocol also applies to the Office of the Mayor and members of Council as it relates to personal information collected, used and/or disclosed for the purpose of carrying out City business.

WHAT IS A PRIVACY BREACH?

A privacy breach occurs when personal information is collected, used, disclosed and/or destroyed in ways that are not in accordance with the privacy provisions of the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) or the Personal Health Information Protection Act (PHIPA). This would include personal information being lost, stolen, or accessed by unauthorized persons.

PROCEDURES

All privacy breaches must be immediately reported to your Manager/Supervisor and the City Clerk. Upon learning of a breach immediate action must be taken following the protocol as outlined:

- 1. Response** – Respond immediately by notifying internal contacts, inform Information Privacy Commissioner of Ontario (IPC) as required.
- 2. Containment** – Identify the scope of the potential breach and take steps to contain it.
- 3. Notification** – Identify those individuals whose privacy was breached and advise them of the breach.
- 4. Investigation and remediation**– Conduct an internal investigation to review the circumstances surrounding the breach and review the adequacy of existing policies, procedures and processes in protecting personal information. Based on the findings of the investigation, implement policy, procedure or process updates and training as needed.

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5. Reporting – A summary privacy breach report will be completed by the City Clerk or designated Information, Access and Privacy staff.

NOTE: All breaches may not be reported directly to the City. Individuals have the option to report a breach or potential breach to the IPC directly. The IPC may also initiate a complaint in the absence of a complainant. Documentation must be created to the extent possible for each step outlined below.

Upon learning of any privacy breach, the following immediate action(s) must be taken:

Step 1: Response

1. When the City learns of a possible privacy breach, the employee should immediately contact their Manager/Supervisor and the City Clerk.
2. Depending on the nature of the privacy breach, the City Clerk may contact the following internal departments, individuals or external organizations:
 - Management of the affected department if not already aware
 - Legal, Risk and Realty Services
 - Corporate Communications and Customer Service
 - Information Technology Services
 - The CAO and/or Executive Team members
 - The appropriate law enforcement agency if the breach relates to criminal activity
 - The IPC

The City Clerk will determine whether a situation will be reported to the IPC based on the following criteria:

- Scale - Whether the breach of personal information is limited or significant in scale and/or scope.
- Sensitivity and potential impacts - The relative sensitivity of the personal information breached and potential resulting impacts including, but not limited to, social, criminal or fraudulent activities, personal gain of others, identity theft, etc.
- Nature of the breach - Whether the breach was routine, a paper left on a photocopier for example, or non-routine.
- Assistance - Whether the IPC may be able to provide direction which will assist the City in handling the situation or whether the City has already identified and taken all possible and reasonable steps to handle the situation adequately.

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NOTE: Amendments to PHIPA now **require** that the City notify the IPC under the following circumstances:

- Personal health information in the City's custody or control is used or disclosed without authority by a person who knew or ought to have known that he or she did not have permission to do so.
- Personal health information in the City's custody or control is stolen.
- After an initial loss or unauthorized use or disclosure of personal health information, the information is further used or disclosed without authority.
- There is a pattern of similar losses or unauthorized uses or disclosures of personal health information in the City's custody or control.
- The City provides notice to the Governing College of a regulated health profession of an event, such as the termination or suspension of an employee who is a member of the College, which relates to a loss or unauthorized use or disclosure of personal health information.
- The loss or unauthorized use or disclosure of personal health information is determined to be significant after considering whether:
 - The personal health information is sensitive.
 - A large volume of personal health information is involved.
 - The personal health information of many individuals is involved.
 - More than one health information custodian or agent was responsible for the Privacy Breach.

As well as providing notice to affected individuals and the IPC, it is now also **mandatory** to provide notice to a Governing College when an employee who is a member of a regulated health profession has been terminated, suspended or subject to disciplinary action as a result of a Privacy Breach, or when there are reasonable grounds to believe that an employee's resignation is related to an investigation or other action with respect to a Privacy Breach.

3. The City Clerk or designated Information, Access and Privacy staff will manage the priorities of containment, notification, investigation, remediation and reporting in steps two (2) through five (5) below.

Step 2: Containment

4. The appropriate Manager/Supervisor will work in collaboration with employees to retrieve all copies of the personal information which has been inappropriately disclosed. The retrieval process may require City employees to:
 - Contact the recipients to contain and securely destroy or delete the documents; or
 - Arrange to have the documents picked up and returned to the City.

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The unauthorized recipient's agreement or refusal should be noted on breach documentation.

Once the information has been retrieved the City Clerk should be notified.

5. Every effort should be made to confirm that the unauthorized recipient did not make or keep copies of the personal information. Contact information should be obtained in the event follow-up is needed.
6. The City Clerk and the Manager/Supervisor will determine if the privacy breach would allow unauthorized access to other personal information, or confidential information within a system, network or database. In this case, the following steps will occur:
 - Change passwords and identification numbers, and/or temporarily shut down system;
 - Immediately isolate physical or system resources that may contain evidence, such as paper files, workstations, logs, electronic records, and e-mail files; and
 - Secure existing back-ups by taking tapes out of circulation and backing up any system resources associated with the incident.
7. All actions, dates and times will be documented during containment.

Step 3: Notification

There are numerous factors that may need to be taken into consideration when deciding the best form of notification, including the sensitivity of the personal information, the ability to identify those impacted, the availability and appropriate use of contact information. As a result, the City Clerk may contact the IPC to discuss the most appropriate method or approach to notification.

8. The information involved in the breach will be reviewed to identify individuals whose personal information was collected, used, disclosed and/or destroyed inappropriately.
9. Individuals will be notified at the first reasonable opportunity that a privacy breach occurred.
10. The method of notification will:
 - Consider the sensitivity of the personal information;
 - Use the most appropriate method to contact the person (meeting, telephone call, letter);
 - Provide details on the extent of the breach, and the specifics;

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- Include the steps that have been or will be taken to address the breach (immediate and long-term);
- Advise of their right to contact the IPC directly to make a complaint; and
- Provide contact information for the City Clerk's Office.

Step 4: Investigation and remediation

11. The City Clerk or designated Information, Access and Privacy staff will work with the affected Manager/Supervisor and employees to conduct an internal investigation into the privacy breach incident and will:

- Ensure that the immediate requirements of containment and notification were addressed;
- Review the circumstances related to the breach;
- Review and determine whether existing policies and procedures related to protecting personal information are adequate;
- Review systematic processes to implement changes to prevent future repeated breaches;
- Develop new or updated policies, procedures and/or processes, as required;
- Determine if training is required for staff; and
- Implement training, as required.

12. Managers/Supervisor must:

- Implement the recommendations of the City Clerk and the IPC;
- Ensure privacy related policies are reviewed and used by employees;
- Ensure training is attended and followed by employees if required.

Step 5: Reporting

13. A summary privacy breach report will be completed by the City Clerk or designated Information, Access and Privacy staff to record all of the actions taken in response to the breach.

14. If the IPC has been notified, the City Clerk will provide a privacy breach report in writing including the actions taken to contain, notify, and investigate, as well as, the changes to be implemented. The IPC may conduct an additional investigation and may issue a report with recommendations to minimize future privacy risks.

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ROLES & RESPONSIBILITIES

Deputy CAO's will:

- Monitor adherence to the Access and Privacy policy;
- Monitor progress of breach and provide updates to the CAO;
- Be accountable for this protocol being followed in the event of a privacy breach and the implementation of any recommendations to prevent a future breach.

Managers and Supervisors will:

- Ensure employees adhere to Access and Privacy policy;
- Ensure the City Clerk is immediately notified of any privacy breach;
- Provide direction or guidance to employees to address a breach;
- Be accountable for following procedures to address a breach;
- Work with the City Clerk and/or designated Information, Access and Privacy staff and employees to contain, notify and identify measures to prevent repeated breaches; and
- Ensure training is received and followed if recommended.

The City Clerk and/or designated Information, Access and Privacy staff will:

- Ensure the privacy breach is managed immediately;
- Provide guidance and direction, as required;
- Inform the IPC and provide necessary reports, as required; and
- Ensure proactive measures are in place to prevent future privacy breaches.

Employees will:

- Advise their Manager/Supervisor and the City Clerk of any breach immediately;
- Adhere to the Access and Privacy policy and these procedures;
- Provide feedback for preventive measures of further breaches;
- Follow new or updated policies, procedures and/or processes that are developed in response to a privacy breach; and
- Attend and follow training, as required.

DEFINITIONS

Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) means the legislation, as consolidated, that governs access and privacy of information held by Ontario municipalities.

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Personal information means recorded information about an identifiable individual including:

- Information relating to the race, national or ethnic origin, colour, religion, age, sex, sexual orientation, or marital or family status of the individual;
- Information relating to the education or the medical, psychiatric, psychological, criminal or employment history of the individual or information relating to the financial transactions in which the individual has been involved;
- Any identifying number, symbol, or other particular assigned to the individual;
- The address, telephone number, fingerprints or blood type of the individual;
- The personal opinions or views of the individual except if they relate to another individual;
- Correspondence sent to an institution by the individual that is implicitly or explicitly of a private or confidential nature, and replies to that correspondence that would reveal the contents of the original correspondence;
- The views or opinions of another individual about the individual, and
- The individual's name if it appears with other personal information relating to the individual or where the disclosure of the name would reveal other personal information about the individual.

Personal health information means identifying information about an individual in oral or recorded form, if the information:

- Relates to the physical or mental health of the individual, including information that consists of the health history of the individual's family;
- Relates to the providing of health care to the individual, including the identification of a person as a provider of health care to the individual;
- Is a plan of service within the meaning of the *Home Care and Community Services Act, 1994* for the individual;
- Relates to payment or eligibility for health care, or eligibility for coverage for health care, in respect to the individual;
- Relates to the donation by the individual of any body part or bodily substance of the individual or is derived from the testing or examination of any such body part of bodily substance;
- The individual's health number; or
- Identifies the individual's substitute decision maker.

Personal Health Information Protection Act (PHIPA) means the legislation, as consolidated, that governs the collection, use and disclosure of personal health information.

Privacy breach – means when personal information is collected, used, disclosed and/or destroyed in ways that are not in accordance with the privacy provisions of the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) or the Personal Health Information Protection Act (PHIPA). This would include personal information being lost, stolen, or accessed by unauthorized persons.

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REFERENCE MATERIALS

Municipal Freedom of Information and Protection of Privacy Act

Personal Health Information Protection Act

Information and Privacy Commissioner resources including:

- Preventing and Managing Breaches
- Privacy Breach Protocol Guidelines for Government Organizations
- Responding to a Privacy Breach - Health Related
- What to do When Faced with a Privacy Breach: Guidelines for the Health Sector

CONTACT

The City Clerk or Information, Access and Privacy staff at privacy@guelph.ca or extension 2349.

COUNTY OF WELLINGTON

POLICY & PROCEDURE



DEPARTMENT: Clerks

POLICY NUMBER:

SECTION: Information Management **EFFECTIVE DATE:** April 2016

SUBJECT: Data Classification and Handling Policy

AUTHORITY: County Clerk

PURPOSE

The County of Wellington strives to model safe, legal and responsible use of information, technology and resources. With this comes the duty to protect staff, citizens and confidential corporate information and to prevent the potential misuse of data by accidental or intentional means. The County follows the information privacy regulations set out in the Ontario *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA) and other privacy legislation.

DEFINITIONS

1. **Data Owners:** Those individuals who create and/or who have direct responsibility for the data.
2. **Data Custodians:** Those individuals whose responsibility it is to protect, and manage access to the data. These are often Information Technology staff.
3. **Data Consumers:** Individuals who use the data. Data consumers have an obligation to protect data and to use it appropriately.

POLICY

1. Within the County of Wellington, it is understood that some information is more sensitive than other information. The more sensitive the data, the more it needs to be protected in a secure manner.
2. It is further understood that there are some processes that require data to be exchanged with parties outside of the County of Wellington. These exchanges of data need to occur with an appropriate level of security based on the sensitivity of the data.
3. Each department is responsible for establishing their own data and privacy practices further to the "Data Handling Recommendations" that can be found on the County intranet.

Determining Information Sensitivity

Data owners and data consumers are responsible for determining the sensitivity level of their data and to utilize the appropriate security measures to ensure the confidentiality and integrity of the data, if required.

The chart supplied as Appendix 1 should assist in determining the level of sensitivity. These examples are not meant to be an all-inclusive list, but rather to provide samples of data that would fall in each category.

Privacy Impact Assessment

A Privacy Impact Assessment (PIA) is an in-depth review and analysis of a project, programme, technology system, and/or process and is intended to identify and resolve privacy risks throughout the design or redesign of a technology, system, programme or service. When planning a new project or making a substantial change in the way an existing programme collects, uses, discloses or retains personal information, Departments will be responsible for completing a PIA Screening Checklist. If the PIA screening checklist determines that there are privacy risks associated in a project then the Department will commit to working with IT to complete a full PIA if necessary prior to implementing new technology, system, programme and/or service that involves personal information.

Protecting Data Held Inside the County of Wellington Network

The County's internal networks provide for secured user accounts with personalized log-ins and access to a variety of applications. Data access is controlled through authentication and can be filtered by the County's firewall based on specific security policies that are applied to each user account. Data is backed-up at regular intervals for service continuity purposes and only County-approved hardware is able to connect to the internal network.

Confidential and sensitive data residing on internal servers must have appropriate security and access controls wherever possible.

Protecting Data Held Outside the County of Wellington Network

When confidential or sensitive data resides or is transmitted to external vendors or third parties, appropriate confidentiality and data sharing agreements must be in place with the third party and appropriate security measures must be taken, such as encryption and/or password protection during data access, transfer and storage.

Services hosted outside of the County network (sometimes referred to as "cloud computing") may lack the same security controls that are provided within the County network and need to be reviewed on an individual basis.

Similarly, data which is shared with third party vendors and partners who provide services for the County may require uploads of information in order to perform the contracted services. When this is necessary, consideration must be given to the sensitivity of the required data prior to any exchange of information. Following current privacy legislation such as the *Municipal Freedom of Information and Protection of Privacy Act*, *Personal Health Information Protection Act* or the *Personal Information Protection and Electronic Documents Act*, the contractual agreement with the vendor must ensure the protection of personal information. Staff should work with IT and Purchasing to ensure that the appropriate IT safeguards are in place and that appropriate language is contained in the contract.

Use of Devices

The use of any type of mobile or portable device (e.g. Laptops, Blackberries or other smart phones, memory sticks, flash drives) which hold or transport data need to have consideration given to the type(s) of data which may be contained on the device. If the device contains confidential or sensitive data, then the device must have proper protections to secure the data, such as device encryption and password protection.

Privacy Breaches

A privacy breach occurs when personal information is collected, retained, used or disclosed in ways that are inconsistent with existing privacy legislation. Often, breaches occur as a result of human error and personal information is released to individuals or organizations who should not be in receipt of the data. Data considered "Confidential" needs to be safeguarded at all times. If a privacy breach is suspected, immediately contact your supervisor and the County Clerk.

Retention of Data

Corporate data in all forms (hard copy, electronic, microfilm) must be retained according to the County's current Records Retention Schedule and then destroyed in a manner appropriate to the type of information.

Questions about the sensitivity of specific types of information or retention can be directed to the Information Management Coordinator at x 2522.

Questions

All staff of the County should familiarize themselves with this Data Classification and Handling Policy. Questions about this policy should be addressed to the County Clerk's Office, Information Management Coordinator at x 2522.



Appendix 1 – Information Sensitivity Levels

All County of Wellington data stored, transmitted or processed on or through County resources or other resources must be classified into one of three levels of sensitivity: public, sensitive and confidential. This indicator identifies information in terms of how access, processing, communications and storage must be controlled and the possible risk impacts in the event of a policy violation or security breach.

Information Sensitivity Level	Description	Examples of Information	Examples of Risk Impacts
Public	<p>This information is generally considered to be public either through legislation or through a policy of routine disclosure and is available to the public, employees and contractors, sub-contractors and agents working for the County of Wellington.</p> <p>Risk: This information is created in the normal course of business and has no legal restriction on access or usage.</p> <p>Legislation: A Freedom of Information request is not generally required in order to access this information.</p>	<ul style="list-style-type: none"> • Job postings • By-laws • Annual Reports • Approved budget books • Council Agendas and Minutes (not including Closed) • Public research and background papers (with no copyright restrictions) • All content on public-facing website • Bids and tenders 	<ul style="list-style-type: none"> • If lost, changed or denied, would not result in injury to an individual or the County • Minimal inconvenience if not available • No legal impact
Sensitive	<p>This information is sensitive outside the County of Wellington and is available to employees and authorized non-employees (contractors, sub-contractors and agents) on a need to know basis for business-related purposes.</p> <p>Risk: If this information is compromised, it may cause some damage to the integrity, image and effective service of the County of Wellington, or result in some financial loss to individuals.</p> <p>Legislation: This information is likely to contain information exempt from public disclosure under the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA). A formal Freedom of Information request is required under MFIPPA in order to access.</p>	<ul style="list-style-type: none"> • Policy Interpretation • Draft request for proposals • Business Information • Internal applications • Planning documents • Internal websites • Licenses & agreements 	<ul style="list-style-type: none"> • Low degree of risk if corrupted or modified • Unfair competitive advantage • Disruption to services if not available • Moderate adverse effects to County's reputation, services or individuals



Appendix 1 – Information Sensitivity Levels

<p>Confidential</p>	<p>This information is considered to be confidential for internal business purposes, legal protection or legislative compliance and is available only to named individuals or specified positions.</p> <p>Confidential records may also contain Personal Information Banks defined by section 2(1) of MFIPPA PIBs are “a collection of personal information that is organized and capable of being retrieved using an individual’s name or an identifying number or particular assigned to the individual”.</p> <p>Risk: If this information is compromised, it may cause a major disruption to services, cause significant financial loss or severely impact the reputation of individuals and/or the County of Wellington.</p> <p>Legislation: A formal Freedom of Information request is required under MFIPPA in order to access, and access will be granted according to the Act’s limited exemptions from disclosure.</p>	<ul style="list-style-type: none"> • Personally identifiable documents • Passwords and credentials • Personal case files (e.g. benefits, programme files or personnel files) • Registration information • Trade secrets or intellectual property • Policy Advice • 3rd party business information submitted in confidence • In-camera council minutes • Personal health information or financial records • Draft budget documents • Criminal Records • Criminal Investigations • Freedom of Information Requests 	<ul style="list-style-type: none"> • Extreme risk if corrupted or modified • Significant financial loss • Loss of reputation or competitive advantage • Loss of confidence in the government programme • Loss of personal or individual privacy • Significant disruption to services • Loss of trade secrets or intellectual property • Loss of opportunity (e.g. insurance, health coverage) • Serious injury or loss of life • Loss of Public Safety • Compromise of the legal system • Compromise of Council deliberations • Destruction of partnerships and relationships • Sabotage or terrorism
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Hosting Service Provider

Screening Tool

Vendor Name and Contact Information: Click or tap here to enter text.

Name of the Application/Product/Solution: Click or tap here to enter text.

Link to Vendor Website: Click or tap here to enter text.

Data Storage Questions	
1. Will our data be hosted in your own data centre(s)? If so where are your data centre(s) located?	Click or tap here to enter text.
2. Do you use a third party to host our data? If so what type of service is the provider providing (SaaS, PaaS, or IaaS)? Where are the data centre(s) located?	Click or tap here to enter text.
3. How do you separate our data from other client's data?	Click or tap here to enter text.

Data Security Questions	
4. Please specify (or describe) your methods and protocols used to secure the data, at all locations, while: a) in use, b) during transmission, c) at rest, and d) end of life.	Click or tap here to enter text.

5. Please specify (or describe) your protocol (strategy) for: a) breach detection, b) remediation, and c) client notification.	Click or tap here to enter text.
6. Is your incident handling process (described in Q5 above) documented?	Click or tap here to enter text.
7. What third parties could have access our data? How will the County of Wellington be informed if you subcontract or use a third party to provide services?	Click or tap here to enter text.
8. How do you ensure your clients that their data is not used within the software development life cycle (SDLC) including development, testing, and quality assurance?	Click or tap here to enter text.

Industry Standards Compliance	
9. Please specify the security standards with which you comply (ie., ISO, NIST, PCI-DSS, CSA STAR, etc)	Click or tap here to enter text.

Backup/Contingency Questions	
10. How are the backups encrypted/protected? Please explain your backup disposal method.	Click or tap here to enter text.
11. Does the service provider have any failover or replication sites? If so, are	Click or tap here to enter text.

the failover or replication sites certified to the same standards as the primary facility?	
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Audit/Compliance Questions	
12. What third party audits, certifications and attestations do you have? How will we be notified if there are changes to your attestations, audits, or certifications in the future?	Click or tap here to enter text.
13. What type of access controls and auditing is in place for data access by the service provider and third party contractors (including the backups)?	Click or tap here to enter text.
14. How are access logs tracked? Will we be able to have access to our own access logs?	Click or tap here to enter text.
15. What procedures do you have in place to allow your clients' to audit your facility and information security practices?	Click or tap here to enter text.

Termination of Service	
16. If your service with The County of Wellington is terminated: a) How will our data be returned to us? b) How will our data be permanently erased from your environment / the cloud? c) How will our data be permanently removed from your back up storage?	Click or tap here to enter text.

d) What confirmation will we receive that it has been deleted?	
--	--

Privacy Questions	
17. How do you store access credentials?	Click or tap here to enter text.
18. What personal information collected from the user and how do you use it?	Click or tap here to enter text.
19. How long do you retain the users' personal information?	Click or tap here to enter text.
20. How will you help the County of Wellington respond to access and/or correction requests from a user, related to the user's personal information?	Click or tap here to enter text.
21. Does the service create new data, aggregated data, statistical information and/or metadata based on a user's use of the service? How is the above information used?	Click or tap here to enter text.
22. How do you handle legal requests for client data?	Click or tap here to enter text.

COUNTY OF WELLINGTON POLICY & PROCEDURE



DEPARTMENT: CLERKS

POLICY NUMBER:

SECTION: INFORMATION
MANAGEMENT

EFFECTIVE DATE: February 26, 2016

SUBJECT: Municipal Freedom of Information and Protection of Privacy Policy

AUTHORITY: County Clerk

PURPOSE:

It is the policy of the County of Wellington to collect, use, retain and disclose personal information in the course of meeting its statutory duties and responsibilities. The County of Wellington is committed to the protection of privacy and complies with all applicable provisions in the *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA), and any other applicable legislation.

This policy outlines the principles and practices followed in protecting personal information.

SCOPE

MFIPPA covers the collection, use and disclosure of information by municipalities in Ontario.

There are two key concepts in this Act:

1. It gives the right of access to information held by a municipality, subject to certain exemptions;
2. It provides protection for individuals whose personal information is held by a municipality.

Records and **Personal Information** are two key terms in the Act.

According to MFIPPA a **Record** is all information held by a municipality, regardless of how it is recorded. This includes correspondence, minutes, reports, photographs, videotapes, computer tapes and discs, electronic mail, files, drawings, and any other information that is in the control of the municipality.

These records are not the personal property of individual staff members and may be requested by others under the Act.

The municipality is not required to produce records that have been properly disposed of under the authority of its Records Retention Schedule.

Personal Information is defined in the Act to ensure the protection of individuals with respect to disclosure of their personal information. Municipalities must retain personal information in a secure and confidential manner.

"Personal information" means recorded information about an identifiable individual, including:

- information relating to the race, national or ethnic origin, colour, religion, age, sex, sexual orientation or marital or family status of the individual;
- information relating to the education or the medical, psychiatric, psychological, criminal or employment history of the individual or information relating to financial transactions in which the individual has been involved;
- any identifying number, symbol or other particular assigned to the individual;
- the address, telephone number, fingerprints or blood type of the individual;
- the personal opinions or views of the individual except if they relate to another individual; correspondence sent to an institution by the individual that is implicitly or explicitly of a private or confidential nature, and replies to that correspondence that would reveal the contents of the original correspondence;
- the views or opinions of another individual about the individual;
- the individual's name if it appears with other personal information relating to the individual or where the disclosure of the name would reveal other personal information about the individual.

Personal information does not include information about an individual who has been deceased for more than 30 years.

Exemptions from Disclosure:

Some records are exempt for disclosure and include:

- . Information that could endanger the safety or health of an individual;
- . Personal information about individuals other than the requester;
- . Information from in camera meetings;
- . Records related to law enforcement, police investigations and prosecutions;
- . Information that could prejudice the economic, financial or other specific interests of the County;
- . Records protected by client-solicitor privilege;
- . Confidential information received from other levels of government.

GUIDELINES

What personal information does the County collect?

The collection of personal information is limited to that which is necessary for its specified purposes in accordance with its statutory duties and responsibilities except with the consent of the individual or as authorized or required by law.

Normally, personal information is collected directly. Indirect collection only takes place with consent or as authorized by law.

Individuals are informed, before or at the time of collecting personal information, of the purpose for which it is being collected.

The following statement shall be added to all County of Wellington forms that are used to collect personal information:

Personal information contained on this form is collected under the authority of the *Municipal Freedom of Information and Protection of Privacy Act*. Questions about the collection of this personal information should be directed to County Clerk's Office, Information Management Coordinator, T 519.837.2600 x2522, 74 Woolwich St. Guelph, Ontario, N1H 3T9.

How does the County use, disclose and safeguard personal information

The County of Wellington will not use, retain, or disclose personal information for purposes other than those for which it was collected, except with the consent of the individual or as authorized or required by law. The County of Wellington shall retain personal information in accordance with the County of Wellington retention schedule and associated policies.

Every reasonable effort is made to ensure that personal information is accurate, up to date and complete. Individuals should notify the County if there is a change to their personal information that may affect their relationship with the County. If it is discovered that personal information is incorrect, the County will correct it on request wherever possible.

Personal information is protected in a manner appropriate for the sensitivity of the information. Every reasonable effort is made to prevent any loss, misuse, disclosure or modification of personal information, as well as any unauthorized access and use of personal information.

Access to personal information shall be restricted to only those requiring access in order to carry out their duties. Appropriate security measures shall be used when disposing of personal information, including shredding paper records and deleting electronic records.

Access to records containing personal information

Individuals have a right to access their own personal information in a record that is in the custody and control of the County of Wellington, subject to exceptions. If a request for personal information is refused in whole or in part, reasons for the refusal will be provided.

Individuals may make a request for access to their personal information by writing to the County Clerk, 74 Woolwich St, Guelph, Ontario, N1H 3T9 or completing, the Freedom of Information Request Form available on the County's website. Sufficient information must be provided to allow identification of the information being sought.

In addition, individuals may request correction of an error or omission in their personal information. The County responds to any request within 30 days, unless an extension is granted, in accordance with the law. Fees may be charged to provide information but not to make a correction.

Questions about the practices concerning access to records and the collection, retention, use, and disclosure of personal information should be directed to Wellington County Clerk's Office, Information Management Coordinator, T 519.837.2600 x2522, 74 Woolwich St, Guelph, Ontario, N1H 3T9.



Privacy Impact Assessment Screening Tool

Introduction

A Privacy Impact Assessment (PIA) is an in-depth review and analysis of a project, programme, technology system, and/or process and is intended to identify and resolve privacy risks throughout the design or redesign of a technology, system, programme or service.

The County of Wellington is responsible for ensuring the protection of individual privacy at all times. The protection of privacy also forms part of the County's MFIPPA policy. The County Clerk has authority as delegated Head of the institution in MFIPPA to ensure safeguards are in place to protect personal information that is in the County's custody or control. It is the responsibility of all County staff to ensure these protections are in place within technologies, systems, programmes or services.

Adverse consequences of not managing the County's information as a corporate asset include privacy breaches, identity theft, fraud, loss of trust by the public, and legal action, that may result in financial penalties imposed by the IPC and law suits filed against the County for breach of privacy.

Roles and Responsibilities

When planning a new project or making a substantial change in the way an existing programme collects, uses, discloses or retains personal information, Departments will be responsible for completing the following PIA Screening Tool.

If the PIA Screening Tool determines that there are privacy risks associated in a project than the completion of a full PIA is recommended.

Name of Programme/Service/Project: Click or tap here to enter text.

Name of Department/Division: Click or tap here to enter text.

Name of Departmental Project Contact: Click or tap here to enter text.

Summary: Click or tap here to enter text.

Privacy Impact Assessment Screening Tool

Checklist:

Privacy Statement/Question	YES	NO	UNSURE
Does your proposal involve collecting, using or disclosing personal and/or personal health information such as name, address, age, assigned number, educational, medical or employment history? If No, then a full PIA assessment is not required. This document will sufficiently meet the requirements of the Privacy Assessment.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is this information necessary to provide the service or programme?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Will personal and/or personal health information in the programme be used in decision-making processes that directly affect individuals such as eligibility for programmes or services or enforcement activities?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are you designing a major new programme or service or making significant changes to an existing programme or service?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are you changing from a manual service delivery process to an electronic service delivery process?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are you considering using a hosted service provider (cloud)? ** If yes please have vendor complete the "Hosting Service Provider Screening Tool"	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does your proposal involve the collection or disclosure of personal and/or personal health information from/to other programs within your organization or to/from other institutions, governments, agencies or the private sector?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Will the personal and/or personal health information be shared with any other organizations for purposes other than those for which it was collected?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Could the public have any privacy concerns regarding the proposed activity or service?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Has an assessment of privacy issues been conducted in your area to date?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have staff been trained on privacy and confidentiality policies and practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Would conducting a Privacy Impact Assessment alleviate any privacy concerns your programme may have?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Privacy Impact Assessment Screening Tool

Privacy Statement/Question	YES	NO	UNSURE

Please list any additional privacy concerns or comments that you may have:

Click or tap here to enter text.

Recommendation:

Full PIA Recommended?

Yes <input type="checkbox"/>	No <input type="checkbox"/>
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Date PIA Screening Tool Signed and Completed: Click or tap to enter a date.

X

Completed by
Department Project Lead

X

Reviewed by
IT Director

X

Reviewed by
Clerk or designate

X

Approved by
Department Head

A final signed copy of the PIA Screening should be sent to the following individuals:

1. Department Head
2. Director of IT
3. Information Management Coordinator

Privacy Impact Assessment Screening Tool

To be completed by the project leader and submitted to the Information and Access Coordinator at privacy@guelph.ca

Objective

This form helps determine when a Privacy Impact Assessment (PIA) is required and should be completed when planning a new project or making a substantial change to the way an existing program collects, uses, discloses or retains personal information.

A PIA is an in-depth review and analysis of a process, activity, project or program and is intended to identify and address any associated privacy risks or impacts. It should be started at the beginning of a project in order to be most effective. Ideally, any privacy risks or impacts will be resolved or minimized during the design of a program or service.

In accordance with its Access and Privacy Policy, the City of Guelph is committed to protecting the privacy of personal information. Personal information is recorded information about an identifiable individual and includes information such as address, telephone number, email, etc. When personal information is collected it is important to ensure that we are only collecting what is required to fulfil a specific purpose and mitigate any potential privacy risks.

Please answer the questions below to help determine whether there are any privacy concerns associated with your project.

Project title:

Planned start date:

Department:

Project lead:

Project description (summary of the new program/service; including purpose, scope, key objectives):

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Checklist

Does your proposal involve collecting, using or disclosing personal information such as name, address, age, educational or medical history, etc?	YES <input type="checkbox"/>	NO <input type="checkbox"/>	UNSURE <input type="checkbox"/>
If you answered NO, you may skip the rest of the checklist.			
Is this personal information necessary to provide the service or program?	YES <input type="checkbox"/>	NO <input type="checkbox"/>	UNSURE <input type="checkbox"/>
Could the public have any privacy concerns regarding the proposed activity or service?	YES <input type="checkbox"/>	NO <input type="checkbox"/>	UNSURE <input type="checkbox"/>
Will an external service provider/contractor be involved?	YES <input type="checkbox"/>	NO <input type="checkbox"/>	UNSURE <input type="checkbox"/>
Are you considering using a hosted service provider (e.g. cloud)?	YES <input type="checkbox"/>	NO <input type="checkbox"/>	UNSURE <input type="checkbox"/>
Will the personal information be shared with any other organizations for purposes other than those for which it was collected?	YES <input type="checkbox"/>	NO <input type="checkbox"/>	UNSURE <input type="checkbox"/>

If applicable, briefly describe the personal information that will be collected and how it will be used:

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Information and Access Coordinator's recommendation:

A full PIA is recommended:	YES <input type="checkbox"/>	NO <input type="checkbox"/>
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Completed by (Project Lead):

Reviewed by (Department Head):

Approved by (Clerk or designate):

City of Guelph Privacy Impact Assessment (PIA)

PIA number	
Project title	
Department	
Project lead	
PIA lead	
Date initiated	
Date approved	

Executive Summary

Project description

(Describe the project, that is, the program, system, application or activity that is the subject of the PIA including its purpose, scope and key objectives. Attach relevant project documentation, if necessary.)

Collection, Use and Disclosure

Collection

What kinds of personal information (PI) will be collected? (Is collection limited to only what is needed?)
To whom does the information relate? (List all the individuals whose personal information will be involved in the project, that is, the data subjects.)
What is the purpose of collection? (Will PI be used for other purposes?)
How will personal information be collected? (Directly or indirectly? Explain form of collection. For example, orally, hardcopy form, online portal, etc.)
If indirect collection, will indirect collection comply with MFIPPA? (Explain authority for indirect collection.)
How will notice of collection be given? (Explain timing, method, and exemptions from notice, where authorized)

Is use of all the personal information necessary for the project to proceed? Why or why not?

Use

Will uses of personal information be for purposes stated in the notice of collection or for a consistent purpose?
Will personal information be used for other purposes other than what it was collected for?
Who will use PI? (Identify all parties/roles who will use PI for their work)
Who will have access to the PI? (Internal staff? Vendors or third parties? Identify all involved and why they need access.)
Will there be procedural, technical, and physical measures in place to ensure personal information will be used only for authorized purposes and by authorized parties? (Explain measures.)
How/where will PI be stored? (On a device, secure network or third party service?)

Disclosure

For what purposes will the PI be disclosed? (Investigation, other departments, public)
Will disclosures of personal information be for purposes stated in the notice of collection or for a consistent purpose?
Who will be responsible for disclosure? (Through Clerk's Office or department? Identify all parties who will disclose PI.)
How will PI be disclosed? (FOI, routine disclosure or public process? By email, mail, etc. How will disclosure be documented?)
Will there be procedural, technical, and physical measures in place to ensure personal information will be used only for authorized purposes and by authorized parties? (Explain measures.)

What measures will be in place to ensure that disclosure is limited and specific to only what must be disclosed? (Explain measures.)

Security

Will measures be used to secure the personal information? (Explain each physical, technical and procedural measure.)
Will security policies and procedures be defined and documented to protect the confidentiality, integrity and availability of personal information?
Will all actions relating to the collection, use, disclosure, retention, correction, copying or disposal be logged and subject to auditing and monitoring?
Will procedures be defined and documented on how to identify, report, investigate and address the unauthorized access, collection, uses and/or disclosure of personal information?

Retention/Destruction

How long will PI be retained for? (Is this consistent with current policies? Explain why or why not.)
How will PI be disposed of? (Manually or automatically destroyed? Explain disposal process.)
Will details of the disposal of personal information be recorded?

Training

Will access and privacy training be needed by anyone involved in the project? (Identify who will need training and when that will occur.)

Risks

What privacy risks have been identified and how will they be mitigated?

Recommendations

It is recommended that...

Approvals

Project lead name	
Approval date	
Privacy Head (City Clerk) name	
Privacy Head (City Clerk) signature	
Date of approval	

Confidentiality and Non-Disclosure Agreement

THIS AGREEMENT is made on the day of 2017

BETWEEN

THE CORPORATION OF THE COUNTY OF WELLINGTON

("the County")

AND

("the Service Provider")

WHEREAS the County has engaged the Service Provider to provide services to the County (**insert description of services**).

AND WHEREAS the County is willing to disclose to the Service Provider, upon terms and conditions hereinafter set forth, Confidential Information in order that meaningful discussions and collaborations may take place with regard to the matter for which the Service Provider has been engaged by the County and so that the Provider can carry out the work required by the County in its engagement of the Service Provider;

NOW THEREFORE in consideration of the mutual covenants and agreements herein contained, and for other good and valuable consideration (the receipt and sufficiency of which are hereby acknowledged), the parties hereby covenant and agree as follows:

1. Definition of Confidential Information

- 1.1 In this Agreement, unless the context requires otherwise, the term "Confidential Information" has the meaning set out below:

"Confidential Information" means all information disclosed by the County in oral, written, graphic, photographic, recorded, prototype, sample or in any other form or any information written, graphic, photographic, recorded, prototype, sample or in any other form that is generated by the Service Provider for the purpose of doing business with the County. Further, any information considered Personal Information by the *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA), any personal health information as defined by the *Personal Health Information Protection Act* (PHIPA), and by the *Personal Information Protection and Electronic Documents Act* (PIPEDA) is also considered Confidential Information.

2. Disclosure of Confidential Information

- 2.1 The County may disclose to the Service Provider Confidential Information enabling the two Parties to engage in meaningful discussion and/or collaboration. The Service Provider agrees to accept and hold such Confidential Information in accordance with the provisions of this Agreement.
- 2.2 The Service Provider shall communicate the County's Confidential Information only to such of its officers, employees and representatives as have a clear need to know in order to accomplish the purposes for which such Confidential Information has been disclosed to the Service Provider and shall obtain written assurances from such officers, employees and representatives to maintain the confidentiality thereof.
- 2.3 All information that is provided to, collected or maintained by the County, is subject to the provisions of the Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c. M.56 and the Personal Information Protection and Electronic Documents Act, 2000 and the Service Provider shall ensure compliance at all times.

3. Disclosure to Third Parties

- 3.1 From and after the date of this Agreement, the Service Provider agrees neither to disclose to any third party nor permit any third party to have access to any or all of the Confidential Information disclosed by the County, without the prior written consent of the County, nor to use any of the Confidential Information for any purpose other than as consented to in writing by the County. However, the aforesaid obligations shall not apply to information which the Service Provider can clearly demonstrate falls within any one of the following categories:
- a) Information that is now generally known to the public through no fault of the Service Provider;

- b) Information obtained after the date of this Agreement hereof from a third party lawfully in possession of and with no limitation upon disclosure of that information, and having the right to disclose the same; or
- c) Information that is required to be divulged pursuant to process of any judicial or governmental body of competent jurisdiction, provided notice of receipt of such notice is provided to the other party.

4. Protection of Confidential Information

- 4.1 The Service Provider will agree to use their best efforts to prevent disclosure of Confidential Information to any third party for an indefinite period of time from the date of this Agreement. The Service Provider is to use best practice security measures at all times to prevent information from being compromised. All policies and procedures relating to data and information security are to be readily available to the County from the Service Provider.
- 4.2 The Service Provider shall protect the County's Confidential Information in accordance with applicable privacy legislation.
- 4.3 The Service Provider acknowledges that disclosure of the Confidential Information would be highly detrimental to the interests and obligations of the County and that in the event of a breach by the Service Provider of its obligations to the County as regarding the Confidential Information, the damages suffered by the County may be difficult or impossible to determine and that the remedies of the County at law may be inadequate. Accordingly, in addition to any monetary damages, the County shall be entitled to specific performance of the breaching party's obligations hereunder regarding the Confidential Information, and to seek an injunction to prevent any reasonably apprehended breach or continuing breach of such obligations.
- 4.4 The Service Provider shall immediately notify the County of any security breach (including any internal unauthorized use or disclosure), investigate the security breach, and take measures to remediate such breach at the Service Provider's cost as directed by the County.

5. Right to Audit

- 5.1 The County retains the right to audit the Service Provider to ensure that proper measures are being applied to protect any and all Confidential Information. Auditing may be performed by County Staff or by a Third Party, as chosen by the County in its sole discretion.
- 5.2 A Privacy Impact Assessment ("PIA") shall be required if the Service Provider will have access to personal information as defined by MFIPPA and personal health information as defined by PHIPA, and the County shall have right to terminate the engagement of the Service Provider without any liability or penalty if the Service Provider fails the PIA, and the failure cannot be mitigated, within a time specified by the County, by measures acceptable to the County.

6. Return of Confidential Information

- 6.1 The County may, at any time, request the return of all Confidential Information (including notes generated by the Service Provider on Confidential Information given orally) and all copies thereof, received from or on behalf of the County, and the Service Provider agrees to promptly comply with such requests. The Service Provider agrees that, subsequent to a request for return of Confidential Information or notification of termination of business discussions and/or collaboration, Confidential Information provided orally will continue to be kept confidential by the Service Provider and the provisions of this Agreement shall continue with respect to all Confidential Information until any of items 3.1 a), b) and c) become applicable. If the Confidential Information is unable to be returned then the Confidential Information must be destroyed and a certificate of destruction must be issued.

7. Use of Confidential Information

- 7.1 The Service Provider shall not use the Confidential Information provided by the County for any purpose except for carrying out the work for which the County has engaged the Service Provider.
- 7.2 The Service Provider shall not disclose or otherwise duplicate the County's Confidential Information without the County's written approval or knowingly allow anyone else to copy or otherwise duplicate any of the County's Confidential Information under its control.

8. Ownership of Information

- 8.1 The County shall at all time retain sole ownership, right and title in the County's Confidential Information

9. Product of this Agreement

- 9.1 Any new information or knowledge generated from the discussions to be carried out as a result of this Agreement may not be divulged to others in verbal or written or any other form without the express written consent of the County.

10. Governing Laws

- 10.1 This Agreement shall be governed and construed in accordance with all applicable laws and by-laws of the County, Province of Ontario and any applicable Canadian federal laws.

11. Length of Agreement

- 11.1 This agreement shall be in full force upon its execution by the Parties and shall be and effect indefinitely. For greater clarity and certainty, the obligations herein with respect to Confidential Information continue indefinitely and beyond the time limit of the specific engagement for which the County engaged the Service Provider.

12. Limitation of Agreement

- 12.1 This Agreement shall in no way be construed as the granting or conferring of a license or otherwise to either Party by the other directly or indirectly under any patent or patent application previously owned by the disclosing Party. Furthermore, nothing in this Agreement shall be interpreted so as to oblige either Party to enter into any further agreements.

13. Indemnity

- 13.1 The Service Provider agrees to indemnify, defend, and hold harmless the County from and against any and all liabilities, obligations, claims, actions and causes of action, costs and expenses (including, without limitation, reasonable legal fees) (collectively, the "Costs") which may be imposed upon or incurred by or asserted against the County and which arise out of any loss of or damage to any person or property, by reason of or arising in any way in connection with a breach of this Agreement by the Service Provider, except to the extent any of such Costs arise out of the negligent or wilful act or omission of the County or any of the County's agents, representatives, officers, directors, employees, contractors, subcontractors, invitees or licensees. This indemnity shall survive any termination of the Agreement herein.

14. Amendments

- 14.1 This Agreement cannot be altered or otherwise amended except pursuant to an instrument in writing signed by each of the Parties hereto.

15. Assignment

- 15.1 This assignment shall not be assigned by either party and any purported assignment not permitted under this agreement shall be void.

16. Entire Agreement

- 16.1 This Agreement constitutes the entire agreement between the parties with respect to the non-disclosure of Confidential Information, save and except for any provisions with respect to non-disclosure of Confidential Information that may be contained in any agreement related to the engagement of the Service Provider by the County and shall not be altered, modified or amended except by a written agreement executed by the County.

17. Successors and Assigns

17.1 This Agreement shall enure to the benefit of, and be binding upon the parties and their respective successors and assigns.

Service Provider Corporation Name

Signature
I have authority to bind the corporation

Name

Title

Date

The Corporation of the County of Wellington

Signature

Name

Title

Date



Privacy Breach Response Protocol

Privacy Breach: Any loss of, unauthorized access to, or unauthorized disclosure of personal information, whether identified internally or externally. A privacy breach may be a consequence of faulty business procedure, lack of security safeguard, operational breakdown or human error. A privacy breach occurs when personal information is collected, used, disclosed and/or destroyed in ways that are not in accordance with the privacy provisions of the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) or the Personal Health Information Protection Act (PHIPA).

Procedure Objectives:

The County of Wellington in the event of a Privacy Breach has adopted this protocol to allow for prompt and reasonable action. It will provide guidance on all reasonable steps necessary to limit, to the extent possible, significant harm to individuals whose personal information has been compromised. This protocol shall ensure a consistent, compliant approach to the handling of all privacy breaches. Each department is responsible for integrating this protocol into its operations and incident response procedures. Upon identification of a Privacy Breach, the County Clerk or designate must be immediately notified.

Steps for Responding to a Privacy Breach

Step 1. Respond: Identify and Alert

- If a complaint has been received or you suspect that a privacy breach has occurred complete a Privacy Incident Report as shown in Appendix A and deliver the report immediately to the County Clerk or Designate.
- When a privacy breach is identified by an internal or external source, contact the appropriate area to respond to the breach
- Assess the situation to determine if a breach has indeed occurred and what needs to be done – is there a real risk of significant harm?
 - “Significant harm” includes bodily harm, humiliation, damage to reputation or relationships, loss of employment, business or professional opportunities, financial loss, identity theft, negative effects on the credit record and damage to or loss of property.
- Provide advice on the appropriate steps to take to respond to the breach
- Report the privacy breach to key persons within the organization and , if necessary, to law enforcement
- Evaluate effectiveness of response to the breach and implement improvement as necessary

Step 2. Contain

The County Clerk and designate in cooperation with other staff will undertake the following actions to contain the alleged privacy breach:

- Identify the scope of the breach and contain it e.g. put an end to the unauthorized practice, recover the records, shut down the system that was privy to the breach, revoke or change computer access codes or correct weaknesses in physical or electronic security;
- Document the breach and containment activities;
- Retrieve and secure any records associated with the alleged breach;
- Where appropriate and depending on the circumstances, isolate and suspend access to any system associated with the alleged breach;
- Suspend processes or practices which are believed to have served as a source for the alleged breach;
- Brief the accountable decision maker, senior management and key persons on the privacy breach and how it is being managed, including;
 - The nature and sensitivity of the personal information disclosed;
 - The number of individuals effected; and
 - Any other factors relevant to the circumstances

Step 3. Investigate and Identify Root Cause

- Once the privacy breach is contained:
 - Conduct an investigation with the involvement of other parties as necessary;
 - Identify and analyze the timeline of events that led to the privacy breach;
 - Evaluate what was done to contain it; and
 - Recommend remedial action so future breaches do not occur
- Document the results of internal investigation including;
 - Background and scope of the investigation;
 - Legislative implications
 - How the assessment was conducted
 - Source and cause of breach
 - Inventory of the systems and programmes affected by the breach;
 - Determination of the effectiveness of existing security and privacy policies, procedures and practices;
 - Evaluation of the effectiveness of the organizations response to the breach
 - Findings including a chronology of events and recommendations of remedial actions; the reported impact of privacy breach on those individuals whose privacy was compromised

Step 4: Notify

Individual Notification

Based on the sensitivity of the information and the probability that the personal information has been, is being or will be misused, determine if the Privacy Breach created a real risk of significant harm. If so, individuals affected shall be promptly notified. In this way, individuals can take steps to protect themselves, mitigating any subsequent damage.

(i) Procedure to Notify Individuals

When to Notify: Once it is determined that notifying individuals is necessary, notification of those affected shall occur as soon as feasible after the County Clerk or Designate confirms the occurrence of the Privacy Breach and concludes that notification is required. However, if law enforcement authorities are involved, the County Clerk or Designate shall confer with those authorities to determine whether notification must be delayed to ensure the investigation is not compromised.

How to Notify: Upon identifying the individuals affected by the breach, the County Clerk or Designate must determine the appropriate manner of delivery of notification. Delivery may be made in any manner designed to ensure that an individual can be reasonably expected to receive it. The preferred method of notification is direct – by phone, letter, email or in person – to affected individuals. Indirect notification – website information, posted notices, media – should occur only where direct notification could cause further harm, is prohibitive in cost, or the contact information for affected individuals is not known. Using multiple methods of notification in certain cases may be appropriate.

Who should Notify: The County Clerk or Designate will generally notify the affected individuals directly, even if the breach occurs with a third party service provider that has been contracted to maintain or process the personal information on behalf of The County of Wellington. However, notification by the responsible manager or Department Head is sometimes deemed more appropriate.

(ii) Content of Notification

The content of notifications will vary depending on the particular breach and the method of notification chosen. The notification must contain enough information to allow the individual to understand the significance of the breach to them and to take steps to mitigate that harm. The notice should include, as appropriate:

- A description of the incident and its timing;
- A description of the personal information involved in the Privacy Breach;
- A general account of what the County of Wellington has done to control or reduce the harm;
- A description of how the County of Wellington plans to assist individuals affected and what steps individuals can take to avoid or reduce the risk of harm. Possible actions include arranging for credit monitoring and terminating credit card accounts;
- A description of the steps that individuals can take to reduce harm to themselves;

- Contact information of a department or individual within the County of Wellington who can answer questions or provide further information about the Privacy Breach; and Contact information of the County of Wellington County Clerk or Designate to address any privacy concerns.

(iii) Others to Contact

(a) Privacy Commissioners: The County Clerk or designate will notify the provincial privacy commissioner of the Privacy Breach as appropriate, as soon as feasible, and in accordance with legal requirements for breach reports to the regulator.

(b) As appropriate, the following authorities or organizations may also be informed of the Privacy Breach:

- Police: If theft or other crime is suspected;
- Insurers: In order to file a claim to recover first or third party costs associated with a breach, it is often critical to report the breach to your insurance company as soon as possible;
- Professional or other regulatory bodies: if professional or regulatory standards require notification of these bodies;
- Credit card companies, financial institutions or credit reporting agencies: If their assistance is necessary for contacting individuals or assisting with mitigating harm, (e.g. credit monitoring services).
- Other internal or external parties not already notified:
 - Third party contractors or other parties who may be impacted (ie: Technology Suppliers); or
 - Other County of Wellington departments not previously advised of the Privacy Breach.

Step 5. Implement Change: Prevention of Future Breaches

When determining what changes and remedial actions need to be implemented (influenced by the significance of the breach and whether it was a systemic breach or an isolated instance), consider whether it is necessary to:

- Review the relevant information management systems to enhance compliance with privacy legislation;
- Amend or reinforce the existing policies, procedures and practices for managing and safeguarding personal information;
- Develop and implement new security or privacy measures, if required;
- Review of service delivery partners;
- Review employee training on legislative requirements, security and privacy policies; procedures, and practices to reduce potential or future breaches, and strengthen as required;

- Test and evaluate remedial actions to determine if they have been implemented correctly and if policies, procedures and practices need to be modified; recommend remedial action to the accountable decision maker.

Contact:

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APPENDIX A:

Privacy Breach Incident Report Form

Date:	
Name of Department/Division:	
Name of Departmental Contact:	
Name and contact of third party reporting the breach: (if applicable)	
Location, date of incident and discovery:	
Description of incident:	
Cause (if known):	
Estimated number of individuals affected:	
Types of individuals affected (e.g. employees, clients):	
Types of personal information involved:	
Brief description of action taken to contain breach:	
Has anyone been notified of incident (e.g. affected individuals, law enforcement, other) and when (date)?	

Additional Comments

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Signed by Reporting Staff

Reviewed by (Clerk or designate):

Reviewed by IT Director

Reviewed by (Department Head):



APPENDIX B:

Privacy Breach: Risk Assessment Factors

The following factors will be considered in assessing the risks associated with the Privacy Breach:

(i) Personal Information Involved and Individuals affected

- Determine whose information has been compromised by the breach and the type of personal information compromised.
- Determine the number of individuals affected by the breach.
- Identify the level of sensitivity of personal information compromised. Some information is considered more sensitive than others, e.g. health information, social insurance numbers, driver's licenses, health card numbers, credit or debit card numbers). The greater the level of sensitivity, the greater the risk of harm to individuals.
- Determine if the personal information was adequately encrypted, anonymized or otherwise not easily accessible.
- Assess the manner in which the personal information could be used, e.g. can the information be used for fraudulent or otherwise harmful purposes? The combination of certain types of sensitive personal information along with name, address and date of birth suggest a higher risk due to the potential for identity theft.

(ii) Cause and Extent of the Breach

- To the extent possible, determine the cause of the Privacy Breach.
- Assess the nature and scope of the breach, including the number and nature of likely recipients and the risk of on-going breaches or further exposure (e.g. further access, use or disclosure, including via mass media or online).
- Determine if the information was lost or stolen. And, if stolen, whether it was the target of the theft in question.
- Inquire as to whether compromised personal information has been recovered.
- Consider whether the breach can be deemed a systemic problem or an isolated incident.
- Update the Privacy Incident Report as necessary and provide to the County Clerk or Designate.

(iii) Foreseeable Harm from the Breach

- In assessing the possibility of foreseeable harm from the breach, consider an individual's reasonable expectations.

- Determine the recipient of the personal information (if possible) and whether a relationship exists between the unauthorized recipients and the subjects of the breach, i.e. evaluate if the recipient is a trusted and known entity who can reasonably be expected to return information in question without disclosure or use.
- Evaluate the potential harm caused by the breach to individuals, e.g. security risk, identity theft, financial loss, loss of business or employment opportunities, humiliation, or damage to reputation or relationships.
- Assess the potential harm caused by the breach to the County, e.g. loss of trust, loss of assets, financial exposure or legal proceedings.
- In consultation with the County Clerk or Designate, assess what additional steps, if any, should be taken to mitigate the harm resulting from the breach.